



# CITY OF WEED COMMUNITY INSPIRED RESILIENCE PLAN

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## **Introduction**

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# Introduction

All communities face unforeseen environmental, economic, and social stresses. The recent drought facing California is a prime example of a stress that many have had to confront. And beyond the stresses that must be faced, there are also shocks that abruptly disrupt and impact all aspect of a community, as is evidenced by the tremendous toll taken by recent California fires.

## **Stresses:**

The recent drought facing California is a prime example of a stress that many communities have to confront.

## **Shocks:**

There are also shocks that abruptly disrupt and impact all aspect of a community, such as the recent Boles fires.

The term “community” as used throughout this report when discussing general themes is inclusive of the unincorporated and planning areas that include a city and the area immediately surrounding it. How communities are able to survive and thrive from a stress or shock depends on their specific characteristics. Based on the very nature of their inherent differences, urban, suburban, rural, and coastal communities cannot all react and act with the same responses and resources. Similarly, all rural communities cannot react alike, given the countless variables that make each one unique.

The viability of each community’s economic, cultural, and social well-being, coupled with the emergency response resources it can tap, is what makes it impractical to create one overarching roadmap for each individual community to utilize in order to survive stresses and shocks. This is why it is paramount to create a resilience plan that acknowledges and addresses the issues and needs of each community and its sphere of concern.

In this report, the term “sphere of concern” describes a specified different geographical area within which a community is situated. Different than a city’s Sphere of Influence, which is a planning boundary outside the city’s legal boundary (city limits) that designates the city’s probable future boundary and service area, its sphere of concern is an area whose assets and vulnerabilities may impact or be impacted by stresses and shocks to the community and must therefore be taken into account when planning for resiliency.



# ABOUT THE CITY OF WEED



The City of Weed is a rural city that is unlike a city in an urban core or along coastal terrain. It is limited to those resources to which it has access based on its remote location along the Interstate-5 corridor in one of the most sparsely populated counties in California. How it responded to the recent drought and Boles Fire is unlike how other communities could have reacted due to its unique location, resources, and the interaction between its citizens and community leaders. Given its unique characteristics, how can the City of Weed and its sphere of concern be more resilient? How can this community become better prepared to survive and thrive overall – and specifically in times of disaster? These are the questions a resilience plan aims to address and answer.

Weed is a city located in Siskiyou County, California. The town of Weed gets its name from the founder of the local lumber mill and pioneer Abner Weed, who discovered that the area's strong winds were helpful in drying lumber. In 1897, for a sum of \$400.00, Abner Weed bought the Siskiyou Lumber and Mercantile Mill and 280 acres of land in what is now the City of Weed. By the 1940s Weed boasted the world's largest sawmill. Originally a company town, it was incorporated as a General Law City in 1961.

Weed's historic lumber industry and manufacturing facilities made it a magnet for an ethnic minority migration that may not otherwise have occurred in this region of the country. Due to a need for labor, the lumber company promised to advance travel expenses and provide housing for workers relocating to Weed. This offer started an ethnically diverse migration to Weed.

Specifically, a large number of African American's migrated to Weed to work in the Long-Bell Lumber Company's Weed facility after the company closed two mills in Louisiana in 1922. In addition, a large number of Italian immigrants migrated to Weed and other towns in southern Siskiyou County at the turn of the 20th century. Immigrants locating in Weed since the 1980's have come primarily from Mexico and Laos.

As a result of these migrations, Weed has a more ethnically diverse population than any other city in Siskiyou County and a more ethnically diverse population than Siskiyou County as a whole. Weed's white population is 60.6% compared to Siskiyou County's at 79.5%, as assessed by the same method.



# ABOUT THE CITY OF WEED



Weed's sphere of concern, comprising an area larger than the city's designated Sphere of Influence established 50 years ago, includes the unincorporated town of Edgewood, the Weed Airport, the Hammond Ranch subdivision, the Hidden Meadows subdivision, and numerous residential and agricultural properties situated throughout the unincorporated area.

Edgewood is located three miles north of the city limits. According to the 2010 census, its population is 43. Butteville Elementary School is located within Edgewood's one square mile designated area and serves more than 200 children from the City of Weed and neighboring communities in south Siskiyou County.

The Weed Airport is a 344-acre public facility four miles northwest of the city limits. It is a general aviation airport serving Siskiyou County with one runway, 15 individual hangar units, and 34 marked tie-down spots on the paved apron. Airport services are provided by a fixed base operator.

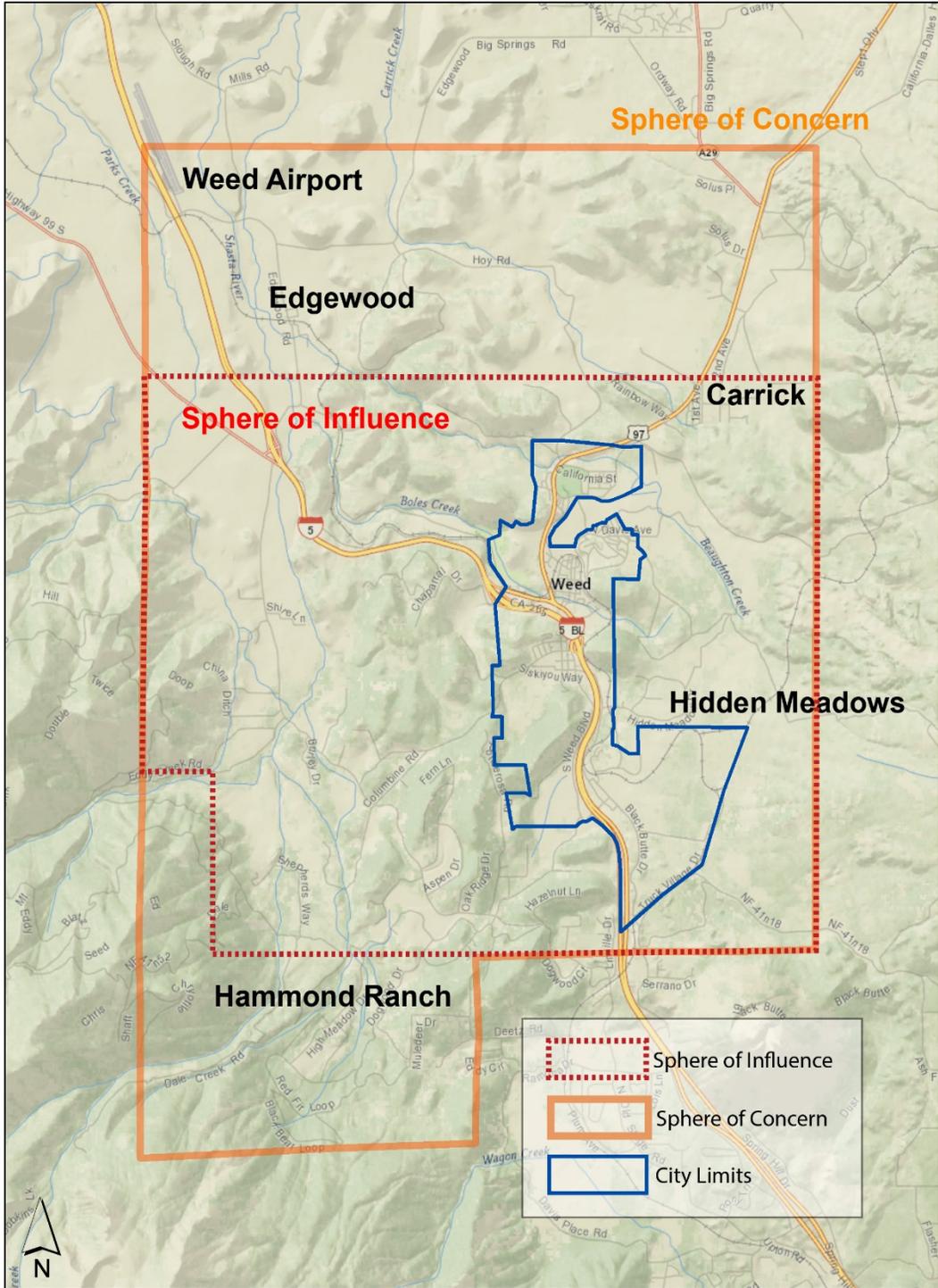
Hammond Ranch is located several miles west of the Weed's southwestern city limits. The area has been subdivided into minimum 5-acre parcels. Its 306 citizens, as well as nearby neighborhoods and properties, are served by the volunteer Hammond Ranch Fire Company.

Hidden Meadows is family-owned property that was subdivided into more than 60 lots ranging in size from 2 to 10 acres. To date, 35 homes have been built and the City of Weed provides and maintains sewer services.

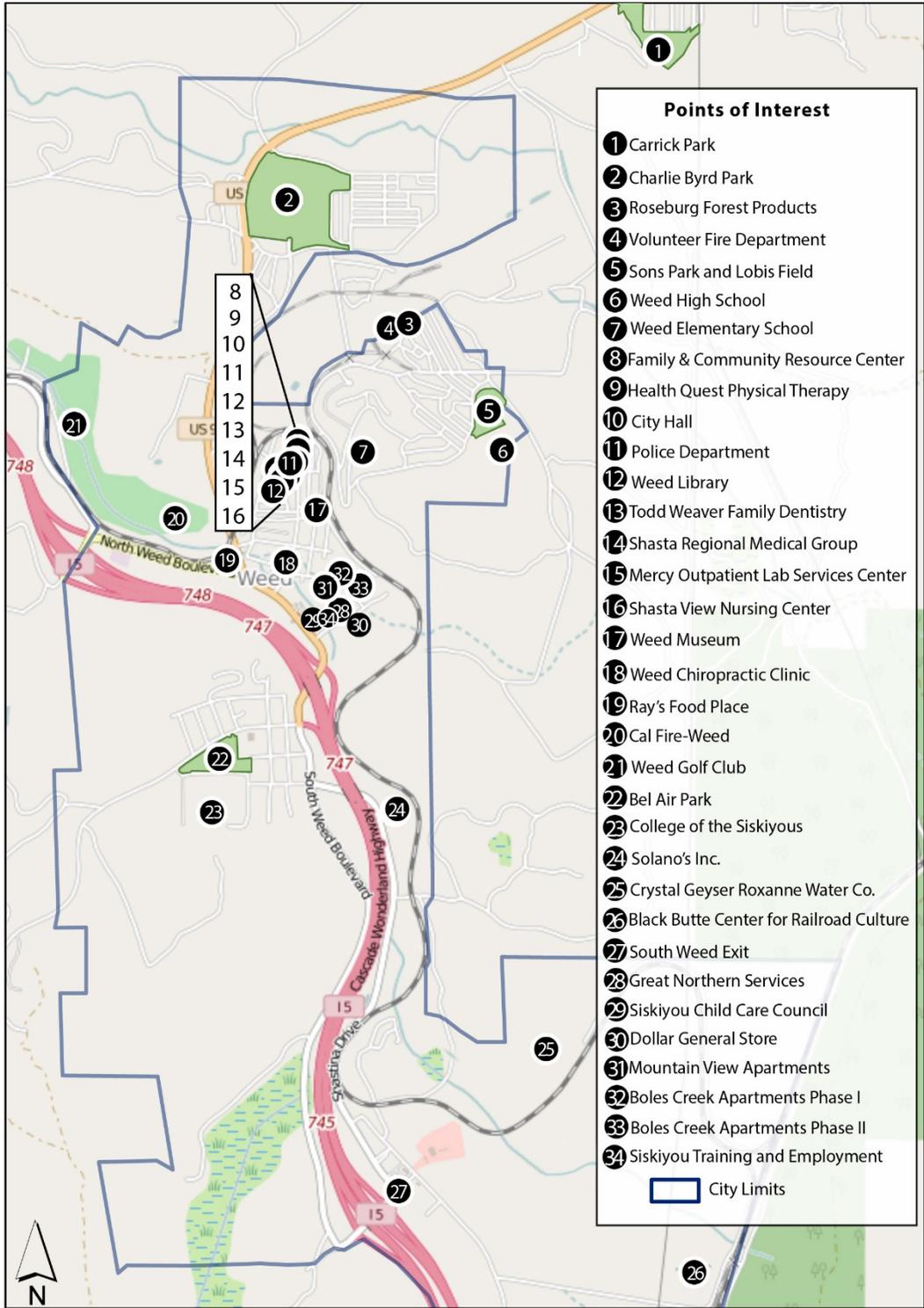
The City and its sphere of concern is located within County Services Area 3. The CSA3 partners with the County of Siskiyou, Mercy Medical Center Mount Shasta, Mt. Shasta Ambulance, and local fire and law enforcement departments to fulfill its primary mission to improve and enhance emergency response in the cities and unincorporated areas contained within its borders by funding emergency medical equipment and apparatus, communication equipment, and related services. The CSA3 is funded by an annual \$5.00 tax on every secured land parcel within its boundaries.



# City of Weed



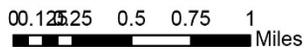
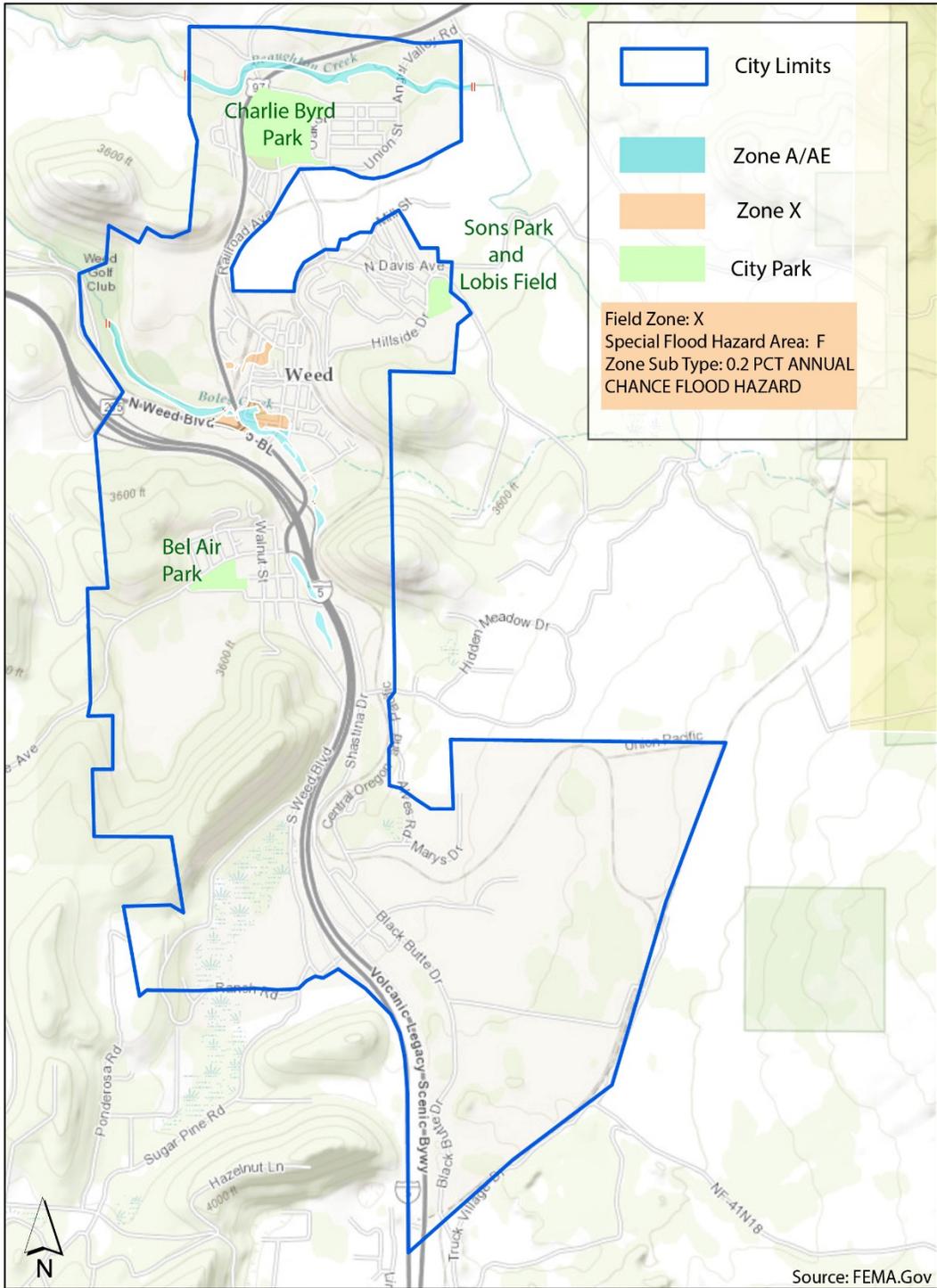
## Places of Interest



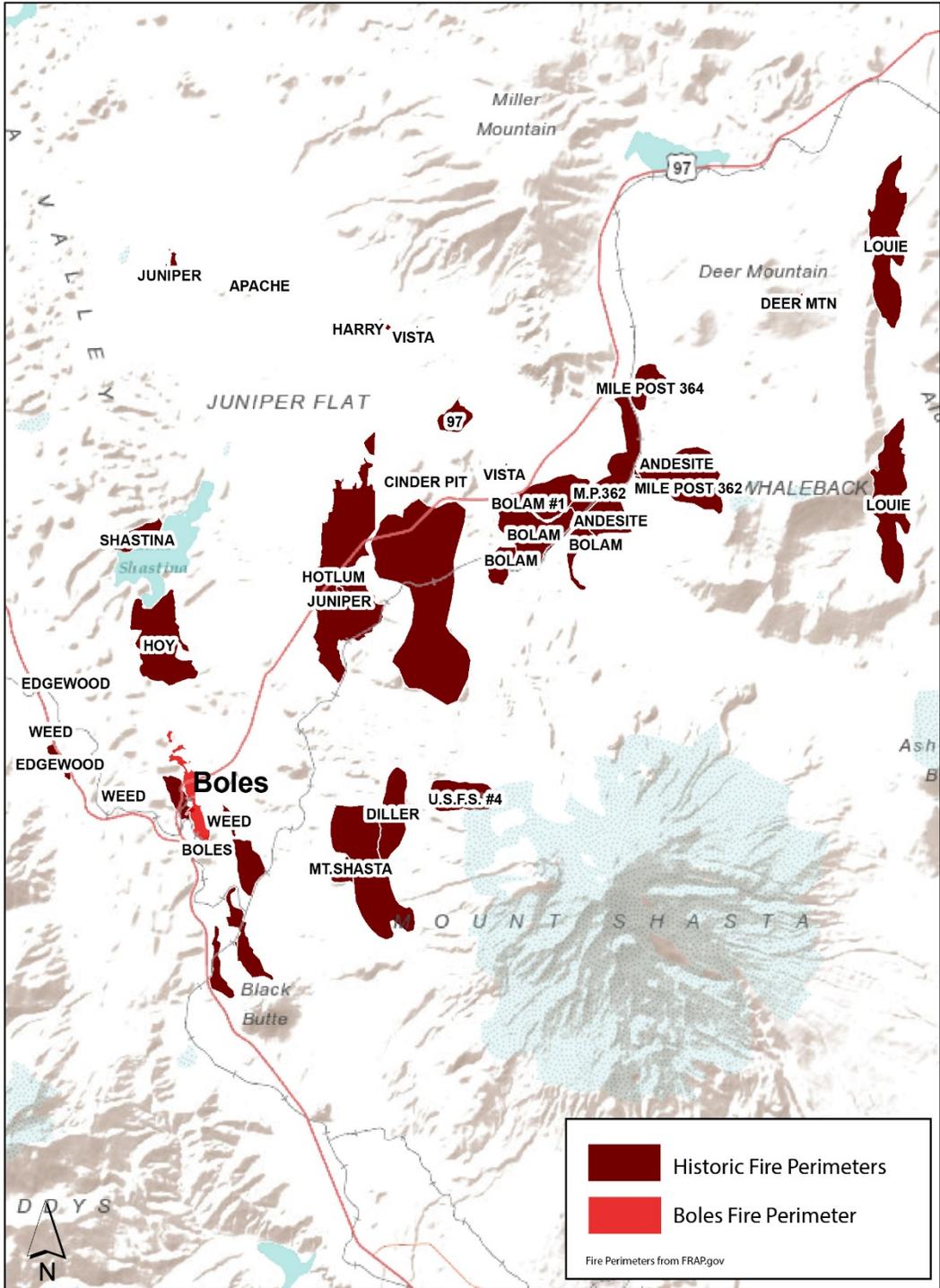
- Points of Interest**
- 1 Carrick Park
  - 2 Charlie Byrd Park
  - 3 Roseburg Forest Products
  - 4 Volunteer Fire Department
  - 5 Sons Park and Lobis Field
  - 6 Weed High School
  - 7 Weed Elementary School
  - 8 Family & Community Resource Center
  - 9 Health Quest Physical Therapy
  - 10 City Hall
  - 11 Police Department
  - 12 Weed Library
  - 13 Todd Weaver Family Dentistry
  - 14 Shasta Regional Medical Group
  - 15 Mercy Outpatient Lab Services Center
  - 16 Shasta View Nursing Center
  - 17 Weed Museum
  - 18 Weed Chiropractic Clinic
  - 19 Ray's Food Place
  - 20 Cal Fire-Weed
  - 21 Weed Golf Club
  - 22 Bel Air Park
  - 23 College of the Siskiyous
  - 24 Solano's Inc.
  - 25 Crystal Geyser Roxanne Water Co.
  - 26 Black Butte Center for Railroad Culture
  - 27 South Weed Exit
  - 28 Great Northern Services
  - 29 Siskiyou Child Care Council
  - 30 Dollar General Store
  - 31 Mountain View Apartments
  - 32 Boles Creek Apartments Phase I
  - 33 Boles Creek Apartments Phase II
  - 34 Siskiyou Training and Employment
- City Limits

0 0.125 0.25 0.5 0.75 1 Miles

# FEMA Flood



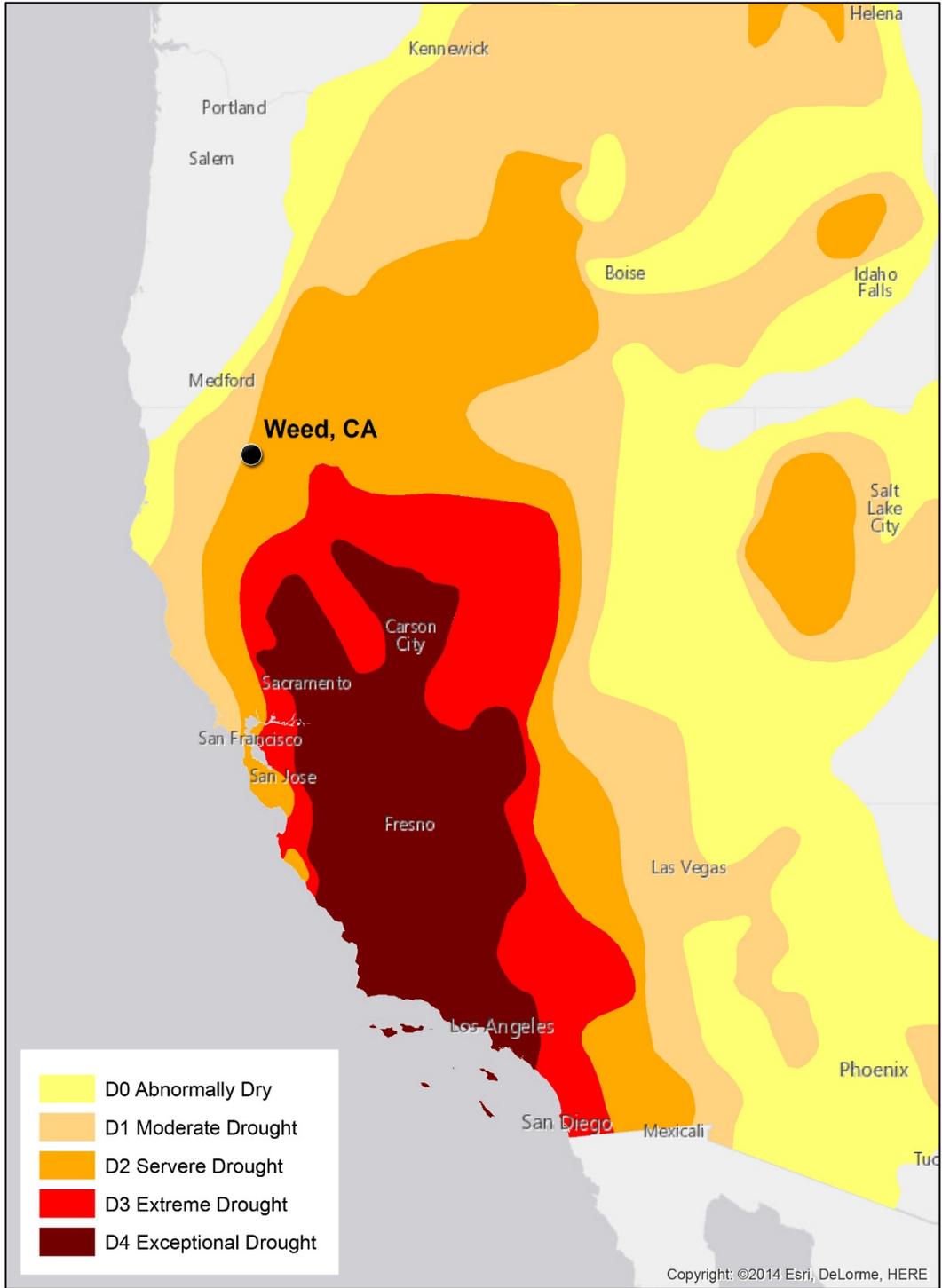
# Fire History



# Watershed



# Drought



## Boles Fire



On September 15, 2014, a fast moving wildfire called the "Boles Fire" spread through the City of Weed. The fire, fueled by 40-mph winds, spread within minutes and much of the town suffered major damage. Ultimately the fire tore through three neighborhoods, causing a 16% loss in the city's single-family housing stock. Beyond housing, the fire took its toll on major infrastructure, including the Roseburg Mill, Catholic Church, Presbyterian Church, and parts of the elementary and high schools. As CALFIRE stated, "It took 120 minutes to destroy 150 structures". The result: California's Governor, Edmund G. Brown, declared the Boles Fire in the City of Weed a disaster.

The fire started behind the Boles Creek Apartments in the central part of Weed. Final tallies indicated that more than 150 buildings and homes were destroyed or damaged, along with more than 375 acres. More than 2,000 citizens had to evacuate, many with little or no warning. Pacific Power announced that 7,678 customers in the communities of Weed and Mt. Shasta lost power as a result of the fire. Fortunately there were no fatalities, although three individuals were injured.

Given the support the City received from the Office of Emergency Services (OES), CALFIRE, service organizations, and citizens, the recovery began before the fire embers were out. Food and clothing centers were established and shelters organized for immediate relief. Once the fire was contained and basic emergency needs were met, long term recovery became the focal point of discussion and planning. City Manager Ron Stock was asked "What does Weed desire to become?" His answer – "Whole. We would like to heal. We had a major catastrophe and would like to see our residential neighborhoods rebuilt, our two churches rebuilt, our library services restored, and our community center open and operational once more."



## Resilience Approach:

With significant damage to or loss of commercial, public, and religious structures and 16% of single family housing in the City of Weed destroyed, the State of California Community Development Block Grant (CDBG) program contacted the city in regards to a planning process in which urban areas are now engaged, referred to as “resilience planning”. With help from the state, the City of Weed entered into this planning process in order to make the City and its sphere of concern more resilient.

## Defining Resilience:

The definition of resilience is much broader in scope than disaster mitigation. Resilience is the ability of a community to recognize and cultivate its core strengths and unique economic, social, and cultural identity so that it can function effectively prior to, during, and after a stress or shock occurs. The goal in doing so is to avoid or minimize damage caused during a stressful time or when a shock is encountered.

The City of Weed and its sphere of concern, for instance, has its own unique characteristics which, once recognized and tapped, can make this community more resilient. “Resilience” includes identifying and defining successful partnerships that can be leveraged and built upon, such as the one between the College of the Siskiyous and the City of Weed. Resilience also includes recognizing core issues that hinder the success of this city’s citizens, such as underemployment, lack of adequate housing, and lack of a clear vision for future growth.

Recognizing these attributes, the City of Weed has developed a plan that will help create a clear vision for its future, leverage its resources, and mitigate its risks. Implementation of this Resiliency Plan will help ensure that the City and its sphere of concern will be better prepared to survive in times of stress or shock and will become increasingly more resilient over time.



## Planning Resilience:

Resilience depends not only on physical assets, but also on policies, community involvement, and institutions. It is the ability of individuals, communities, and organizations to anticipate and, where possible, prevent or at least minimize the potential damage a disaster might cause without compromising long-term prospects for development.

This involves all facets of a community, from citizens to leadership. For example, citizens can participate in disaster prevention by recognizing and managing excess dry grass and brush on their property, by ensuring that their homes are properly protected with smoke and fire detectors, by recognizing and understanding emergency signs, and by knowing who to contact and how in an emergency.

In order to begin organizing a resilience plan, citizens in the City of Weed and the surrounding sphere of concern, as well as elected and informal leaders, came together to provide their input through a series of open public and leadership meetings, leadership interviews, an online survey, and executive team meeting conference calls. Further community participation was made possible by a Facebook page and a dedicated website where citizens could comment on the process. The Weed Resilience Plan was developed from the input gathered by these methods.

The Resilience Plan for Weed stops shy of implementation, which requires creating an Implementation Committee whose members can work with the City of Weed to identify priorities, seek funding, and provide a focused, driving force behind implementation activity. Informal community leaders from existing groups and committees such as “Weed Pride,” the Weed Chamber of Commerce, College of the Siskiyous and its student body leadership, local NGOs, and service organizations would likely be highly effective members of the Implementation Committee, as many are already involved in bettering the community. In addition, representatives from the local schools, public safety departments, communities outside the City but within the sphere of concern, the Weed Recreation and Parks District, and the Weed Long Term Recovery Group would contribute desirable expertise. It should be noted that this is a starting recommendation only, and that ultimately the City Council will determine the make up of the Implementation Committee.

These actions cannot be taken until the Resilience Plan is approved by the Weed City Council. Once that approval is obtained, it is suggested that the council commit to hiring a half time Community Development staff position whose primary responsibility is to administer the Resilience Plan and other community development projects.



## Impediments

### Urban



Many rural communities embarking on resiliency planning face challenges not encountered by urban and suburban communities.

Rural communities are less likely to have highly trained, local professional consultants prepared to participate in or oversee the process.

### Suburban



They are less likely to have the financial capacity to hire enough staff to either plan or implement a comprehensive resilience plan.

Their distance from regional transportation centers makes it impractical to recruit distant talent.

### Rural



Extremely limited financial resources in many remote communities may further hamper efforts to create a resiliency plan, and limited funding for local programs may be an impediment to implementing all or any of the projects and community changes needed to improve the resilience of a given community.





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## Resilience Team:

The City of Weed Resilience Team planning goal is for the City and its sphere of concern to survive and prosper in the face of a disaster. The team has developed a Resilience Plan that identifies resilience strategies and spells out a plan for action which includes timelines, responsibilities, resources, and milestones.

In preparation for this plan, the community of Weed, individuals, organizations, and partners were asked to participate in assessing Weed's resilience through the website [www.Resilience-Weed.org](http://www.Resilience-Weed.org), surveys, and meetings.

### Meet Your Team:

- Ron Stock, City of Weed Administrator
- Kelly McKinnis, Finance Director
- Thomas Brandeberry, Retired CDBG Section Chief
- Greg Plucker, Siskiyou County Community Development Director
- Richard Tinsman, Siskiyou County Deputy Director of Planning
- Bonnie Kubowitz, Great Northern Services Executive Director
- Ken Palfini, Mayor Weed City Council
- Paul Palfini, City of Weed Planning Commission
- Michael Kobseff, Board of Supervisors – District 3
- OES, County Representative

## Leadership Group:

In addition to the Resilience Team, a Leadership Group was identified to participate in the resilience planning. This Leadership Group included city and county officials as well as government officials from such agencies as CALFIRE, U.S. Forest Service, and CalTrans. The community's educational, faith-based, and business leaders, non-profit organizations, and local area first responders were also active members of the group. In total, approximately 80 leaders were identified, many of whom participated in this planning process,

The specific list of those leaders is located in the appendix.

## CDBG Planning Grant:



**This plan was funded by the State's Department of Housing and Community Development (HCD), through its Community Development Block Group (CDBG) Program.**





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## Executive Summary:

Historically, the City of Weed has faced difficulties in creating and promoting a stable and diverse economic climate. Employment opportunities are predominately hourly-wage positions; there is a lack of affordable and diverse housing stock for all income levels and a lack of local access to educational and training opportunities; current community infrastructure is believed to be aged and in immediate need of updating and/or replacement; and, Weed's cultural diversity and physical landscape has yet to be truly leveraged. Combined, these factors strongly suggest that the City has been missing a clear vision and focus.

**However, recent actions have started to drive positive change and provide clear direction for the City:**

- › The City of Weed's General Plan is currently being updated.
- › A plan for Downtown Revitalization has been established.
- › Through the efforts of the Weed City staff and the local Economic Development Council, one new retail business has opened in Weed, another has committed to doing so, and planning is underway for construction of an additional facility that is expected to house both retail and food service businesses
- › The Weed Recreation and Parks District is currently developing plans to rebuild the community center on recently purchased property next to Charlie Byrd Park
- › 80 top elected and informal leaders have been identified as potential key resources to be leveraged in promoting the economic and social needs of the City



## Executive Summary:

In support of these positive changes, this Resilience Plan creates the Implementation Committee to address the community's risks and strengths so the City of Weed and its sphere of concern can move toward greater resilience.

**Through the resiliency planning process, nine categories were identified:**

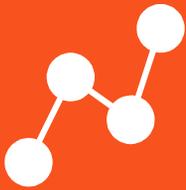
- > Leadership, Communication, and Planning
- > Economic Sustainability
- > Housing
- > Infrastructure and Environmental Impact
- > Education
- > Health and Well-being
- > Social and Cultural
- > Non-Disaster Emergency Safety
- > Disaster Preparedness

Within each category, attributes were prioritized and goals were assigned. Resources were identified for each person or entity assigned to enable working toward and achieving each goal. In coordination with the City of Weed staff, the Implementation Committee, Downtown Revitalization, and several other critical resources, the community can move toward a true vision and focus.





**RESILIENCE-WEED**  
PLANNING FOR THE FUTURE



Introduction

Acknowledgments

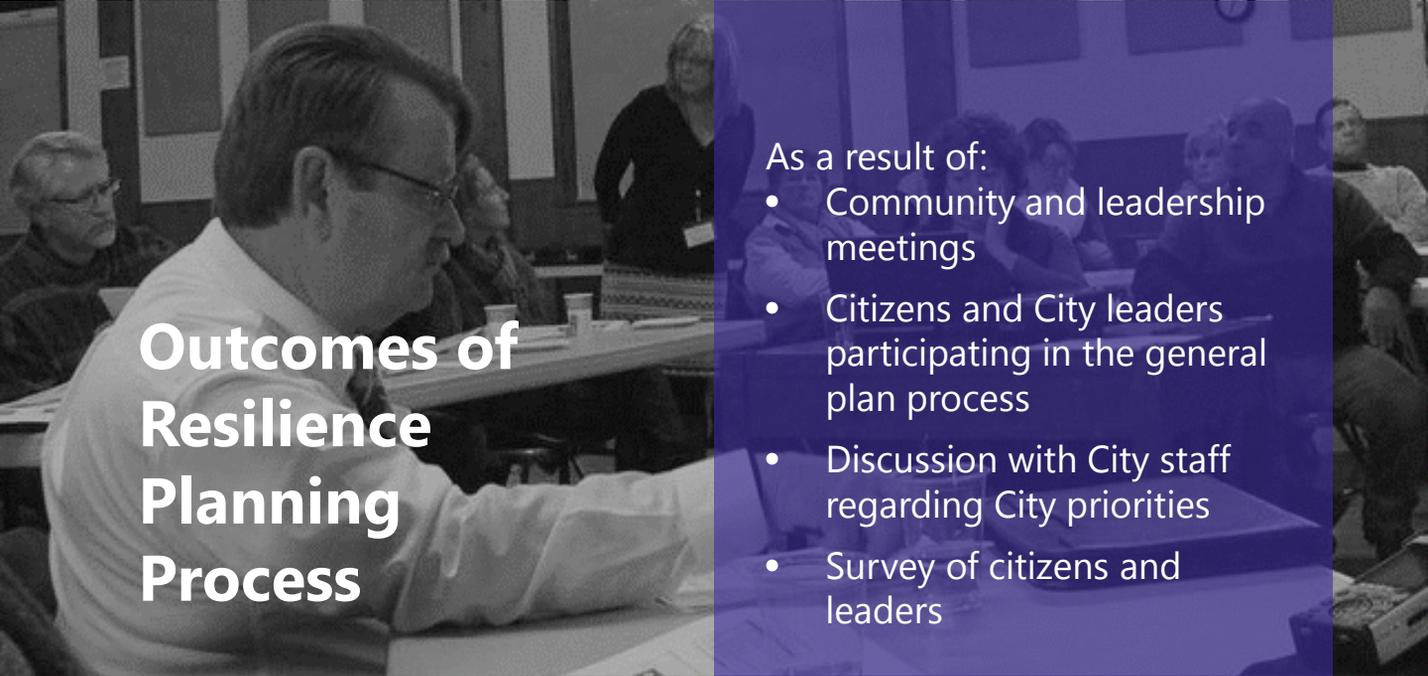
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## Outcomes of Resilience Planning Process

As a result of:

- Community and leadership meetings
- Citizens and City leaders participating in the general plan process
- Discussion with City staff regarding City priorities
- Survey of citizens and leaders

An analysis was done of all input received by the Resilience Planning Team, which included a survey that provided citizens with the opportunity to offer their perspective on the state of their community. Nine over-arching categories emerged that encompass the City's resources and needs, and specific attributes were prioritized within each category. Goals were assigned for each priority. Resources to be utilized by the person or entity assigned to work toward and achieve each goal were identified.

### Categories identified:

1. Leadership, Communication, and Planning
2. Economic Sustainability
3. Housing
4. Infrastructure and Environmental Impact
5. Education
6. Health and Well-being
7. Social and Cultural
8. Non-Disaster Emergency Safety
9. Disaster Preparedness



## Reading the Resilience Plan:

For each of the 9 categories, the Resilience Plan is broken into 5 areas:

### Section 1: Defined As

This provides a general definition of the category applicable to any rural community

### Section 2: Specific to the City of Weed

Provides additional information for the category that is specific to the City of Weed

### Section 3: Current Assessment

Provides a perspective on the current state of affairs in the City of Weed, based on all feedback provided by local citizens and leaders

### Section 4: Action Outcomes

The areas that emerged as priorities for the City of Weed to address

### Section 5: Strategy

Who and/or what resources may be leveraged to address each issue



## Leadership, Communication, and Planning

### **Defined as:**

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The capacity to provide needed services for a community, including a local government's capacity and level of coordination when working closely with community members, leaders, and other local governments.

### **Specific to the City of Weed:**

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The City Council is the legislative body of Weed's city government and is composed of five Council Members elected for overlapping four-year terms. The City Council is responsible for formulating city policies and approving major actions. The Council chooses one of its members to serve as Mayor for a one-year term.

The City of Weed also has a Planning Commission responsible to the City Council for recommending and implementing the goals of the General Plan. Certain decisions requiring judgement based upon public health, safety, and welfare are the province of the commission.

In addition, the City of Weed has a City Administrator charged with managing the affairs of the City under the policies adopted by the City Council and in accordance with sound management practices and procedures.

The City of Weed has a Community Economic Development Activities Committee (CEDAC) which is composed of City staff and local business and community leaders. This committee is tasked with addressing the economic health and vitality of the Weed community.

The unincorporated area within Weed's sphere of concern is governed by the Siskiyou County Board of Supervisors, a five-member board elected from the five supervisorial districts in the county. Supervisors are elected for four year terms; a chairperson is elected by the members each year. The Board of Supervisors is the policy-making body of the County of Siskiyou, responsible for the administrative and legislative functions of county government, which duty it performs with the assistance and advice of county government department heads.





## Current Assessment:

The elected and appointed officials for the City of Weed are actively working on an update to the City's General Plan along with the Resilience Plan, both of which address the long-term planning and communication strategy for the City's economic and social growth and vitality.

Although potential local informal leaders have now been identified through the resiliency planning process, they do not yet actively communicate collectively with one another or with area citizens. Given this lack of identified leadership, community perception has been that local businesses and citizens are not involved in and do not have a positive influence on the City's activities and development. As such, there is a belief that there is no clear future vision of growth for the City.

In addition, there are no organized efforts or plans among all leaders currently in place for disaster preparedness or response to emergencies.

### Action Outcomes:

### Strategy:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Enforce City's codes and ordinances</li> <li>• Identify leaders</li> <li>• Create effective communication channels between all leaders and citizens</li> <li>• Seek input from citizens</li> <li>• Review existing Sphere of Influence for possible realignment</li> <li>• Develop a clear blueprint for the City's growth</li> <li>• Market the current goals and achievements of elected officials regarding the City's growth and vitality</li> <li>• Put in place an organized plan for disaster preparedness</li> <li>• Retention of Office of Emergency Services (OES) Director for Siskiyou County</li> </ul> | <ul style="list-style-type: none"> <li>• New staff member recently hired by City planner</li> <li>• 80 top elected and informal leaders identified through the Resilience Planning process</li> <li>• Utilize the Implementation Committee</li> <li>• Utilize the Implementation Committee</li> <li>• Utilize combined efforts of LAFCO, County of Siskiyou, and City of Weed</li> <li>• Will be achieved with the completion and approval of the City's General Plan currently under development</li> <li>• Should involve noticing on the City's website and working with local news sources to get the word out</li> <li>• Siskiyou County Office of Emergency Services (OES) Director take the lead in grant application</li> <li>• County of Siskiyou to review challenges associated with retention</li> </ul> |
|---|--|



## Economic Sustainability

### Defined as:

The existence of year-round businesses that continue to grow and diversify the local economy while providing employment for the livelihood support of citizens.

### Specific to the City of Weed:



The City of Weed has economic stability due to four major employers:

- College of the Siskiyous
- Roseburg Forest Products
- Crystal Geysers CG Roxane
- Weed Union School District

As a small community with few retail outlets and a less than vibrant downtown, the City has struggled to find economic sustainability and diversity. This has translated into a significantly higher unemployment rate, at 10.8% (EDD), than California's rate of 5.8% (NCSL), and the national rate of 4.9% (NCSL). Furthermore, the employment opportunities available are predominantly low-income hourly wage positions.

Yet the City's location along Interstate-5 and Highway 97 provides a unique geographic position to be leveraged. One new retail business has opened in the City, another has committed to opening in South Weed, and planning is underway for construction of yet another facility expected to house both retail and food service businesses, reflecting the City staff's current commitment to driving economic expansion in the area. However, the City must continue to drive economic growth, diversity, and employment to reach its fullest potential in becoming economically independent and sustainable.

South Weed sales tax receipts comprise 84% of the City's total sales tax, providing most of the revenue that sustains the City. Untapped tax revenue may be available in other parts of Weed, including the downtown area, which would provide a more diverse sales tax base and create greater resilience for the City.





## Current Assessment:

Current perception is that there is a need for downtown revitalization as well as expansion along the South Weed transportation corridor. There is a belief that growing either or both of these areas will help create better economic viability for the City and, in particular, much needed employment opportunities for community citizens. Both expansion and economic diversity will help create the independent economic base toward which the City's leaders want to strive.

Citizens' concerns about the current economic state of the City focus primarily on a lack of local employment opportunities that provide reasonable incomes to meet basic needs.

### Action Outcomes:

### Strategy:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Prioritize expansion of Commercial Shopping Center for South Weed</li> </ul>    | <ul style="list-style-type: none"> <li>• Continue to invest in infrastructure</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Create marketing strategy for South Weed</li> </ul>                             | <ul style="list-style-type: none"> <li>• Leverage the local Economic Development Council (EDC) or seek professional marketing consultancy</li> </ul> |
| <ul style="list-style-type: none"> <li>• Pursue College Avenue expansion to retail</li> </ul>                            | <ul style="list-style-type: none"> <li>• The General Plan update and zoning, which is handled by the city.</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• Revitalize downtown</li> </ul>  | <ul style="list-style-type: none"> <li>• Pursue the Downtown Revitalization approved plan; encourage mixed-use development</li> </ul>                |
| <ul style="list-style-type: none"> <li>• Encourage micro-enterprises</li> </ul>  | <ul style="list-style-type: none"> <li>• Leverage the local Economic Development Council (EDC)</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Increase living wage employment opportunities</li> </ul>                        | <ul style="list-style-type: none"> <li>• Pursue partnership opportunities with COS and work with the local EDC</li> </ul>                            |
| <ul style="list-style-type: none"> <li>• City of Weed actively support the local Non-government organizations</li> </ul> | <ul style="list-style-type: none"> <li>• Utilize Implementation Committee; continue open communication</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>• Expand local Economic Development Council</li> </ul>                            | <ul style="list-style-type: none"> <li>• Local EDC to open a south Siskiyou County office that is staffed half time</li> </ul>                       |



## Housing

### **Defined as:**

Affordable and diversified housing stock, ensuring that all members of a community have a home in which to live, whether this is a house or some other kind of dwelling, lodging, or shelter.

### **Specific to the City of Weed:**

The housing market for Weed list the median closing price as \$173,000, which is lower than the \$204,000 median price average for Siskiyou County.

Currently there are few homes for sale and a very low volume of rentals available in the City of Weed and its sphere of concern.

The City of Weed offers several types of low-income rentals, including Siskiyou Gardens Boles Creek Apartments Phase I and Phase II . These low-income rentals are government subsidized.

There is one senior living facility, a nursing and convalescent home.

Prior to the Boles Fire, City staff conducted a housing conditions survey. It showed that 901 single-family homes and 24 duplexes, or a total of 949 non-apartment housing units were in the City.



## ✓ Current Assessment:

Leaders and citizens agree that there is a general lack of affordable and diverse housing stock for all income levels. There is a desire to increase the variety of the housing stock, including apartments, single family detached housing, and mixed-use development. Encouraging rebuilding in neighborhoods destroyed by the Boles Fire is believed to be an important factor in ensuring sufficient housing stock.

There is a need for student housing so that COS students are encouraged to live in the City of Weed. Transportation challenges first must be addressed so students are able to get to and from campus easily. A resident student population in the City will help revitalize and diversify the downtown area.

There is a belief among local leaders that most households do not have adequate insurance – a problematic issue in times of a shock, as evidenced by the aftermath of the Boles Fire.

### Action Outcomes:

### Strategy:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Consider pursuing and enticing developers to increase the volume and diversity of housing</li> </ul>   | <ul style="list-style-type: none"> <li>• Working under the General Plan Housing Element and the city.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Encourage mixed-use development in downtown</li> </ul>   | <ul style="list-style-type: none"> <li>• Working under the General Plan Housing Element, including planning and building staff</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Create student housing opportunities</li> </ul>  | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to work with COS</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Increase senior living housing options and diversity of options</li> </ul>   | <ul style="list-style-type: none"> <li>• Leverage Great Northern Services in partnership with the City of Weed to achieve the city's current plans to increase senior living downtown</li> </ul> |
| <ul style="list-style-type: none"> <li>• Increase access to and frequency of public bus transportation for citizens; design bike/foot path system to link COS with more City neighborhoods</li> </ul> | <ul style="list-style-type: none"> <li>• Utilize the State's Affordable Housing and Sustainable Communities Rural set aside funds</li> </ul>   |



# Community Infrastructure and Environmental Impact



## Defined as:

The basic physical and organizational structures and facilities (e.g., roads, water supply, sewerage, telecommunication, and energy) needed to sustain a city and its sphere of concern; also how its natural environment shapes and impacts the area.



## Specific to the City of Weed:

The Weed City Council addresses community infrastructure needs on an “as-needed basis” in accordance with its master plans for water, sewer, and storm drains, dependent on age, wear and tear, and the need for equipment and facilities. New or upgraded community infrastructure is financed in a variety of ways, including through the City’s General Fund, fees, taxes, loans, and grants.

The City provides collection, treatment, and disposal of wastewater within city limits. The City has two separate sewage collection and treatment systems that share a common effluent disposal facility. The northern portion of the City is served by the Weed sewer system and the southern portion of the City is served by the Shastina sewer system.

The city has five water storage tanks, one which needs improvement and/or replacement and one under construction.

The Boles Fire’s intense heat damaged the city’s water lines and sewage system. Some underground community infrastructure melted and one water storage tank was destroyed. Due to its elevation, a second water tank could not be filled from the other City water tanks after the loss of the Hillside Tank in the fire.

Historically the City of Weed has not owned the rights to half the amount of water required to meet the needs of its citizens. It has become clear to the City Council that Weed must develop or acquire sufficient water resources of its own to meet those needs.

The City of Weed’s Planning Commission is responsible for a wide array of comprehensive planning and land use regulatory services for the citizens and for the development community of Weed. Zoning and code enforcement cross community infrastructure needs while taking into consideration any environmental impact or needs of the area.



## ✓ Current Assessment:

The current community infrastructure is believed to be aged and in immediate need of updating and replacement. The Boles Fire damage only exacerbated the already existing need to focus attention on community infrastructure. The telephone and cell towers are considered well-maintained and protected. The concern is primarily focused on the City's water supply community infrastructure.

Promoting new community infrastructure in South Weed is believed to be a prime component of successfully recruiting new businesses and commerce opportunities. It is desired that the natural environment of the area be harnessed and leveraged through the exploration of alternative energy possibilities.

Investing in fiber optics will help promote and grow the area's business – and therefore, resident – opportunities and quality of living.

There is a strong feeling that quality of life would improve for citizens and for the "community feel" as a whole if the City were better connected via bike paths and pedestrian walkways.

The Boles Fire highlighted the area's potential for high winds. This natural resource and other prospective opportunities provided by the natural environment have yet to be tapped.



**Action Outcomes:****Strategy:**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Upgrade sewer treatment plan</li> <li>• Ensure reliable water source for north end of Weed</li> <li>• Retain reliable consultants for community infrastructure planning</li> <li>• Maintain community infrastructure</li> <li>• Plan and fund aging community infrastructure</li> <li>• Educate citizens when city services rates increase to maintain community infrastructure</li> <li>• Promote a greater mix of land use</li> <li>• Continue to fund new community infrastructure projects in South Weed</li> <li>• Develop alternative energy sources</li> </ul> | <ul style="list-style-type: none"> <li>• City of Weed; possibly increase rates with Prop 218 to provide resources</li> <li>• City of Weed; develop a well with resources such as grant funding.</li> <li>• City of Weed; increase sales tax base through economic development; grant applications</li> <li>• City of Weed; increase and expand current and new economic development</li> <li>• City of Weed to apply for grant funding</li> <li>• City of Weed with support from community leaders</li> <li>• City of Weed to apply for grant funding</li> <li>• Will be achieved with the completion and approval of the City's General Plan currently under development</li> <li>• Local EDC and the city working with local landholders</li> </ul> |
|--|---|



**Action Outcomes:**

- Connect citizens with a master bike plan; increase pedestrian sidewalks that are ADA accessible
- Install improved IT service – e.g. fiber optics
- Build a Public Safety Facility

**Strategy:**

- Utilize the Implementation Committee working alongside the Downtown Revitalization Committee
- Utilize the Implementation Committee working with USDA Rural Development
- City in cooperation with its emergency services staff and grant writer to apply for a feasibility study, USDA Rural Development a possible source

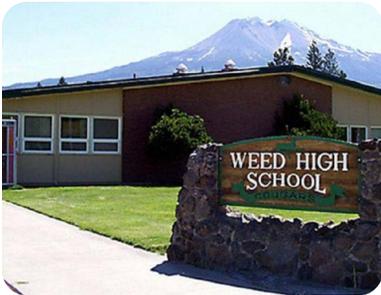


## Education

### Defined as:

A community's access to education and training, including elementary through college level curriculum.

### Specific to the City of Weed:



Weed is home to one elementary school (pre-K, K-8<sup>th</sup>) and one high school within the city limits, and one elementary school in the sphere of concern. Both of the schools within the city limits have received significantly low ratings from the State of California, which directly and negatively impacts funding the schools receive. The majority of students in all three schools are eligible to receive free or reduced cost lunches.



- Weed Elementary is currently rated a 1 out of 10 by the State of California, with one being the lowest possible rating; 87% of the students are eligible to receive free or reduced cost lunches.
- Weed High School earned a 4 out of 10 rating from the state; 66% of the students are eligible to receive free or reduced cost lunches.
- Butteville Elementary, located in Edgewood, rated a 5 out of 10 by the state; 57% of the students are eligible to receive free or reduced cost lunches.



College of the Siskiyous (COS) is a two-year community college which has been fully accredited by the Western Association of Schools and Colleges since 1961. The college's highest rated programs are the Fire/Emergency Response Technology Program and the Licensed Vocational Nursing and Registered Nursing Programs. In 2015, COS was rated as one of the top 15 community colleges in California by EDSmart. Current attendance is approximately 2,400 students.



## ✓ Current Assessment:

There is a general desire among leaders and citizens for the City to provide a first rate education to all its students. Currently, there is a strong belief that there is not enough access locally to educational and training opportunities. The ratings of both Weed Elementary School and Weed High School underscore the need for improved educational opportunities for citizens. Current underemployment is reflected in the high rate of eligibility for free and reduced cost lunches.

Conversely, COS is considered one of the top rural community colleges in the state. The college's top rated programs center on disaster mitigation and healthcare, both of which offer living wage careers. While COS is an asset to the community, it lacks any presence with the City of Weed and its citizens. There is a desire for the pride of achievement associated with COS to be connected to the City.

### Action Outcomes:

### Strategy:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Enhance and leverage the relationship between the City of Weed and COS</li> </ul> | <ul style="list-style-type: none"> <li>• Create mentorship program between COS and Weed High School, both scholastically and athletically through the Resilience Implementation Committee</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Address Weed Elementary' s high rate of free or reduced lunches</li> </ul>        | <ul style="list-style-type: none"> <li>• Leverage programs currently in place by Great Northern Services</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Address the lack of adequate, affordable childcare in the City of Weed</li> </ul> | <ul style="list-style-type: none"> <li>• Confer with Siskiyou County Social Services to address and seek sources for funding, possible partnership for improved childcare services with COS</li> </ul> |



## Health and Well-being

### Defined as:

The strength and vitality of mind and body; the state of being comfortable, of having a happy and successful life.

### Specific to the City of Weed:

For physical well-being, there is one rural medical clinic located within city limits – Shasta Regional Medical Group. There is one pharmacy serving the sphere of concern, located in the City of Weed. In addition, there is access to other medical and therapeutic services, such as physical therapists and dentists. The nearest hospital is located in the City of Mount Shasta, 10 miles south of the City of Weed.



There is one skilled nursing facility to serve seniors in the sphere of concern.

For mental well-being, there is a lack of access to mental health clinics, clinicians, and services in the City.



## ✓ Current Assessment:

With regard to physical well-being, local leaders and citizens disagree about the level of sufficient access to healthcare locally and about whether the County's health and social services include sufficient outreach to local communities. Beyond general healthcare, leaders believe there are only limited medical services available, particularly for seniors and those suffering from mental illness.

### Action Outcomes:

- Provide access to effective public healthcare and emergency services
- Create a comprehensive plan to address the need for senior citizen services

### Strategy:

- Open a local Office of Health and Social Services (OHSS) in the City of Weed
- Will be achieved with the completion and approval of the City's General Plan currently under development



## Social and Cultural

### Defined as:

Acceptance, appreciation, belonging and companionship in a community, allowing social needs to be met by forging relationships with others.

### Specific to the City of Weed:

The City of Weed hosts several community events throughout the year. The largest of these is Carnevale, which celebrates the Italian heritage dating from the immigration for the lumber industry in the late 1800s.



There are numerous faith-based organizations, including 9 churches, in the City and its the sphere of concern.

For active wellbeing, the City of Weed has three parks available to its citizens:

- Bel Air Park is a 7-acre park that offers a playground, a ball field used by both high school and youth programs, bocce courts, horseshoe pits, a gazebo and picnic area, and a swimming pool.
- Charlie Byrd Park is a 13-acre park north of the town center, with outdoor basketball courts, a multipurpose field for events like soccer and youth activities, restrooms, picnic areas, and a playground. This park is also the site of the Weed Skate Park, a 9,000 square foot outdoor concrete skateboard park.
- Carrick Park is a 3-acre green “haven” with basketball courts, playground equipment and picnic areas, trees, and year-round creek.



It is important to note that these three parks are located outside the City center.

Efforts by the Weed Recreation and Parks District are currently underway to rebuild a community center on recently purchased acreage next to Charlie Byrd Park.



## ✓ Current Assessment:

There are strong generational ties in the community and a real sense of pride in being a resident of Weed. There is a general belief that the faith-based organizations in the area serve all citizens' needs.

There is a desire to promote and host more family oriented events, particularly those that take advantage of the City's outdoor spaces and that promote the small town character and strong sense of place in the City. Further, these events can provide an opportunity to celebrate the cultural diversity that makes the City of Weed unique.

The "Weed Pride" organization has reinvigorated the city's Downtown Revitalization Plan by initiating much needed beautification of the downtown area, including a Heritage park, trees, new sidewalks, and more.

To better promote an active lifestyle that takes advantage of the scenery and clean air the City affords its citizens, there is a desire for bike paths to better connect the parks currently available. In addition, it is believed that developing small park settings downtown will promote a safe environment for the community to enjoy, further promoting a healthy and active lifestyle in the City.

### Action Outcomes:

### Strategy:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Re-Build a community center</li> </ul>   | <ul style="list-style-type: none"> <li>• The Weed Recreation and Parks District is developing plans to rebuild the community center, destroyed in the Boles Fire, on recently purchased property next to Charlie Byrd Park</li> </ul> |
| <ul style="list-style-type: none"> <li>• Create and promote family-oriented community events</li> </ul>                         | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee working with the Chamber of Commerce</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Create and promote events that celebrate the cultural diversity of the City</li> </ul> | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee working with identified informal leaders</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Develop and promote a bike paths and trails</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Will be achieved with the completion of the City's General Plan and provide a plan for their locations</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Develop small park settings throughout downtown</li> </ul>                             | <ul style="list-style-type: none"> <li>• Leverage the identified non-profit organizations, foundations, and service organizations listed in the appendix; encourage mixed-use development</li> </ul>                                  |



# Non-Disaster Related Emergency Safety

## Defined as:

The capacity to respond to everyday emergencies involving situations that pose an immediate risk to health, life, property, or environment.



## Specific to the City of Weed:

### Police

The City of Weed Police Department is a full-service, community-oriented police force which, in addition to typical law enforcement responsibilities, offers assignments in Investigations, the Siskiyou United Major Crimes Unit (SUMIT), and the youth-based Explorer Program. Due to the City's small size, the Department has taken on additional responsibilities which in larger municipalities would typically fall to other departments, such as parking enforcement and animal control.

The Department consists of 15 full-time and three part-time employees. In addition to paid staff, two volunteers support the Department through its Volunteers in Policing program. The City of Weed Police Department also maintains mutual aid agreements with the Siskiyou County Sheriff's Department and all other law enforcement agencies within the County.

Well established Weed Police objectives help ensure the Department works effectively to accomplish its mission within existing budgetary and personnel constraints. Those objectives include: protect life and property; maintain public order; prevent, detect, and investigate criminal activity; and, comply with ethical and professional standards.

Recent changes in California law, including a shift of certain felonies to the category of misdemeanors and a prison realignment program, has impacted the Weed Police Department as it has local law enforcement at a rural level across the state.

### Fire

The Weed Volunteer Fire Department consists of one station, three engines, one rescue unit, and one pickup truck. The Fire Department is staffed with twenty personnel, including one paid administrative captain on contract with the City from CALFIRE.

The City's fire hall is staffed with volunteers who are available at all times. The Weed Fire Department's jurisdictional boundaries are contiguous with the city limits, although the Weed Fire Department also responds to calls outside the City through mutual aid agreements. The Department has mutual aid agreements with the California Department of Forestry and Fire Protection (CALFIRE), the Siskiyou County Fire Warden, the Hammond Ranch Hose Company, the Mt. Shasta Fire Department and the Lake Shastina Fire Department.



## ✓ Current Assessment:

Approximately 60% of local leaders believe the City of Weed has adequately trained and staffed police, fire, and search and rescue personnel. The local ambulance and response teams are also believed to have sufficient equipment, vehicles, and resources. However, 44% of the citizens who took the resiliency planning survey feel that the Weed Police are unable to help or to prevent crime.

There is concern that many citizens are neither prepared for nor informed about maintaining proper safety measures to avoid emergencies or disasters. This includes not having the proper emergency supplies at home, at work, or in their cars. There is also concern that many citizens' homes are not equipped with proper smoke or carbon monoxide detectors and that many citizens are unaware of hazard warning signs and their meanings.

### Action Outcomes:

### Strategy:

#### Citizens

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Build a stronger relationship and visibility between the safety teams and citizens</li> </ul>                 | ▶ | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee with the City of Weed's police and fire departments</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Promote neighborhood watch groups</li> </ul>  | ▶ | <ul style="list-style-type: none"> <li>• Law enforcement and informal leaders identified in the appendix</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Train citizens in how to avoid emergencies or disasters</li> </ul>  | ▶ | <ul style="list-style-type: none"> <li>• Emergency services staff in cooperation with volunteers of the Implementation</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Develop drug and alcohol education and prevention programs for youth both in and outside of school</li> </ul> | ▶ | <ul style="list-style-type: none"> <li>• The City of Weed Police Department</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Address local hazards and risks through planning codes</li> </ul>   | ▶ | <ul style="list-style-type: none"> <li>• Will be achieved with the completion and approval of the City's General Plan currently under development, with the Planning Commission</li> </ul> |



**Action Outcomes:****Strategy:****Police Department**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Citizens to inform police Department of crimes</li> </ul>                           | ▶ | <ul style="list-style-type: none"> <li>• Outreach to maintain community support and cooperation</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• Hire full time Community Services Officer</li> </ul>                                | ▶ | <ul style="list-style-type: none"> <li>• City's police department and Utilize Implementation Committee for grant application process</li> </ul> |
| <ul style="list-style-type: none"> <li>• Engage in succession planning</li> </ul>  | ▶ | <ul style="list-style-type: none"> <li>• Chief of Police to develop and implement plan</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Support the CA Police Chiefs Association and the CA Sheriffs Association</li> </ul> | ▶ | <ul style="list-style-type: none"> <li>• Advocate for change in legislation regarding crime</li> </ul>  |

**Fire Department**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Create WFD Code Enforcement Officer position</li> </ul> | ▶ | <ul style="list-style-type: none"> <li>• Will be achieved through a City Council directive</li> </ul>         |
| <ul style="list-style-type: none"> <li>• Perform fuel reduction within City limits</li> </ul>    | ▶ | <ul style="list-style-type: none"> <li>• Continue to seek grant funding for ongoing maintenance</li> </ul>    |
| <ul style="list-style-type: none"> <li>• Maintain fuel reduction annually</li> </ul>             | ▶ | <ul style="list-style-type: none"> <li>• Will be achieved through a City Council directive</li> </ul>         |
| <ul style="list-style-type: none"> <li>• Purchase and display fire prevention signs</li> </ul>   | ▶ | <ul style="list-style-type: none"> <li>• Work with local fire safe council to obtain grant funding</li> </ul> |

*Continued on next page*

**Action Outcomes:****Strategy:****Fire Department***Continued from previous page*

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Increase number of paid fire personnel</li><br/><li>• Obtain new fire truck to replace 20 year old fire truck currently in use</li><br/><li>• Construct new fire station to replace small one currently in use, which is owned by Roseburg Forest Products</li></ul> | <ul style="list-style-type: none"><li>▶ • Will be achieved through a City Council directive</li><br/><li>▶ • Grant submitted, not yet approved; will be achieved through a City Council directive</li><br/><li>▶ • Utilize collaborative grant application / COS and WFD</li></ul> |
|--|--|



## Disaster Preparedness

### Defined as:

A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during a shock or disaster.

### Specific to the City of Weed:

The City of Weed does not have an updated hazard mitigation plan. The Weed City Council signed a resolution in 2012 that authorized the adoption of the Siskiyou County Hazard Mitigation Plan.



Much of Siskiyou County has been rated from high to extreme fire potential by the Fire and Resource Assessment Program (FRAP). The county has proven to have an active fire history since the recording of such information began.



Now, with the cutback of many fuel reducing practices in the local forest, it has become a question of when – not if – there will be a catastrophic forest fire in Siskiyou County.



## ✓ Current Assessment:

Leaders strongly believe that Weed lacks a community disaster plan which addresses all risks and hazards and that the City lacks an active committee with trusted persons appointed to communicate during a disaster. It is strongly believed that disaster grants have not been successfully accessed by leaders.

There is a strong belief that health services are prepared for an infectious disease outbreak and have an effective emergency patient transportation plan. However, there is concern that there is currently no plan in place for effective patient communication with families during a time of disaster.

### Action Outcomes:

### Strategy:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Create a disaster planning committee</li> </ul>   | <ul style="list-style-type: none"> <li>• OES to apply for funding and lead the Implementation Committee</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• Identify trusted persons to communicate during disaster</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to identify</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Apply for disaster preparedness grants</li> </ul>   | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee along with the City of Weed staff</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• Include contingencies to help the very vulnerable (elderly, disabled) in the disaster plan</li> </ul> | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to strategize with the local and County health organizations</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Health services must create a patient communication plan with families</li> </ul>                     | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to strategize with the local and County health organizations</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Build an evacuation center</li> </ul>   | <ul style="list-style-type: none"> <li>• Propose construction of a Public Safety facility</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Identify amateur HAM and satellite radio operators</li> </ul>   | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to identify</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Animal owners must have a livestock evacuation plan and map of their property</li> </ul>              | <ul style="list-style-type: none"> <li>• Utilize the Implementation Committee to strategize</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Train community leaders by neighborhood for triage and emergency evacuation purposes</li> </ul>       | <ul style="list-style-type: none"> <li>• Coordinate Community Emergency Response Team (CERT) training via Office of Emergency Services (OES)</li> </ul> |



## Action Outcomes:

## Strategy:

### FEMA

- Address **Wildfire**--has created most damage; lots of secondary impacts, including mudflow and landslide; federal lands, homeless embankment areas
- Address **Fire/Domestic Water Supply**-- Drinking and fire suppression water supply is intermingled, some of which comes from Igerna Pond containing gas and tire rubber from I-5. Pollutants are dangerous fuel sources to introduce to fires
- Address **Flood**--unoccupied downtown businesses and developing areas possibly susceptible to flooding, considering adopting a special flood hazard area, and taking measures prior to permitting to areas prone to flooding
- Address **Hazardous Material**-- Interstate 5, Highway 99, and railroad and freight trucks source of income for community, but also potential hazard for negative health impacts via hazardous material spills

*The entire bulleted list constitute the strategy to apply to each actions items*

- Set up auto notification of funding opportunities on [www.grants.gov](http://www.grants.gov) Notice of Funding Availability/ Opportunity (NOFA/NOFO), and create shelf-ready projects
- Connect through California Emergency Agency to Hazard Mitigation grants  
<http://hazardmitigation.calema.ca.gov/grants>
- Connect with State Hazard Mitigation Officer (SHMO)
- Learn the Notice of Intent process, expectations of project preparations, and state schedule
- Build a proactive, informed stance for the submission process





Introduction

Acknowledgments

Executive Summary

Resilience Plan

**Community Inspired Vision**

Implementation Committee

Appendix



## Outcome of citizens' Input:

Discussions with local citizens during the resilience planning process revealed issues and concerns they face as well as benefits they enjoy from the city. The outcome of these discussions resulted in a vision created by the citizens of what they would like to see their city aspire to and work toward.

Weed's Vision is based on a highly participatory, community-inspired visioning process during which individuals were asked to describe a 'desired future state' of their city and its sphere of concern as if that desired state already existed. This process resulted in a "Vision for the City of Weed".

While the hurdles to many of the elements of the vision are evident, striving toward these goals in conjunction with the goals set by the Resilience Planning Team will help guide all participants toward a common future vision of the City.



## Analysis of citizens' Input:

It is apparent when reading the Vision that it does not highlight or show any individuality or specific attributes of the City of Weed. The Vision focuses solely on basic needs. These needs can be applied to any rural community.

This suggests that until the basic needs of the City's citizens are met it will be difficult for citizens to find and embrace what makes their city unique and special. This perceived lack of a specific identity or branding among citizens should be a core focus over the next three to five years.



## CITY OF WEED COMMUNITY INSPIRED VISION

Weed and the surrounding communities in its sphere of concern are resilient in the face of natural and/or socio-economic challenges and disasters. Our citizens care about each other and we are well organized. We create, maintain, and/or promote thriving economic development systems, natural resource stewardship, first rate education, retention of our youth, safety for all, integrated and easily accessed emergency response systems, and a positive approach to change.

- 
- The citizens of Weed and its sphere of concern are engaged, informed, and encouraged to participate in local government and planning.
  - Economic development is flourishing and well supported, offering employment opportunities, attracting small and medium sized businesses, and integrating the concept of 'sustaining natural systems and resources' into short and long term economic development planning.
  - Our community attracts younger citizens to stay in the area through programs that promote employment opportunities for young adults, special subsidized housing options, and programs that encourage and support on-the-job training and job placement.
  - We have a thriving downtown full of businesses, along with a supportive community that is diverse, civically engaged, and attracts young to stay, and has strong collaborative leadership.
  - Housing is affordable, a first rate education is available, and community services are well funded.
  - There exists a visible, mutually supportive, and highly beneficial partnership between College of the Siskiyous and the City of Weed.
  - Weed and its sphere of concern is an attractive, safe, and secure place to live for multiple reasons.
  - We have reliable emergency communication networks and emergency services which function well if and when all other systems are down. The public is both aware of and educated about all emergency plans and systems.
  - We have a fire fuel modification, fuel break maintenance, and fuel reduction plan in place, with consideration for residential fire specific education, cleanup, and maintenance.
  - Crime is low, and there is a highly functioning, appreciated, and supported police department.
  - Emergency medical care is swift, dependable, and well-coordinated.
  - Citizens know how to easily access all types of assistance concerned with their wellbeing.
  - Our municipal infrastructure and systems enhance prosperity and safety, and are greatly appreciated by citizens.
  - We embrace diversity and utilize a diversity of knowledge. We maintain a culture of caring, mutual respect, and effective communication in our city and in the surrounding communities in its sphere of concern. We are a town that works together well, with efficient integration of our regional social services – especially for the elderly, economically disadvantaged, and vulnerable.





**RESILIENCE-WEED**  
PLANNING FOR THE FUTURE



Introduction

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**Implementation Committee**

Appendix



## The Resilience Implementation Committee

The following is the suggested design for the Committee to follow while working with the City to achieve and implement the Resilience Plan

- Create the Mission Statement
- Define the Nominating Process
  - City's Community Development Manager to recruit members, City Council to approve
- Outline the Service Period
  - Two year period, with group City's Community Development Manager and council to determine if the group should continue and with new membership changes, if appropriate, approved.
- Identify the Number of Members
- Define the Roles
  - Chairperson
  - Vice Chairperson
  - Secretary
  - Public Outreach Officer
- Create the Duty Statements
- Identify the Membership Make Up
  - Representation (Housing, Services, Emergency Services, City, County, Unincorporated Areas)
- Determine the Frequency of Meetings
  - Minimally, the group will meet once a month for full meetings; additional sub-committees meetings will be held with full citizen group approval.
- Create Process for Determining Work Priority
  - Priorities will be based on the Plan and on the feasibility of moving a priority forward (for example, funding availability). The priorities can be changed based on City's Community Development Manager/Council request.
- Identify and Create Subcommittees
  - To be determined by the full citizen group, based on the priorities set by the Plan.
- Report to the City Council
  - City's Community Development Manager to report as appropriate





**RESILIENCE-WEED**  
PLANNING FOR THE FUTURE



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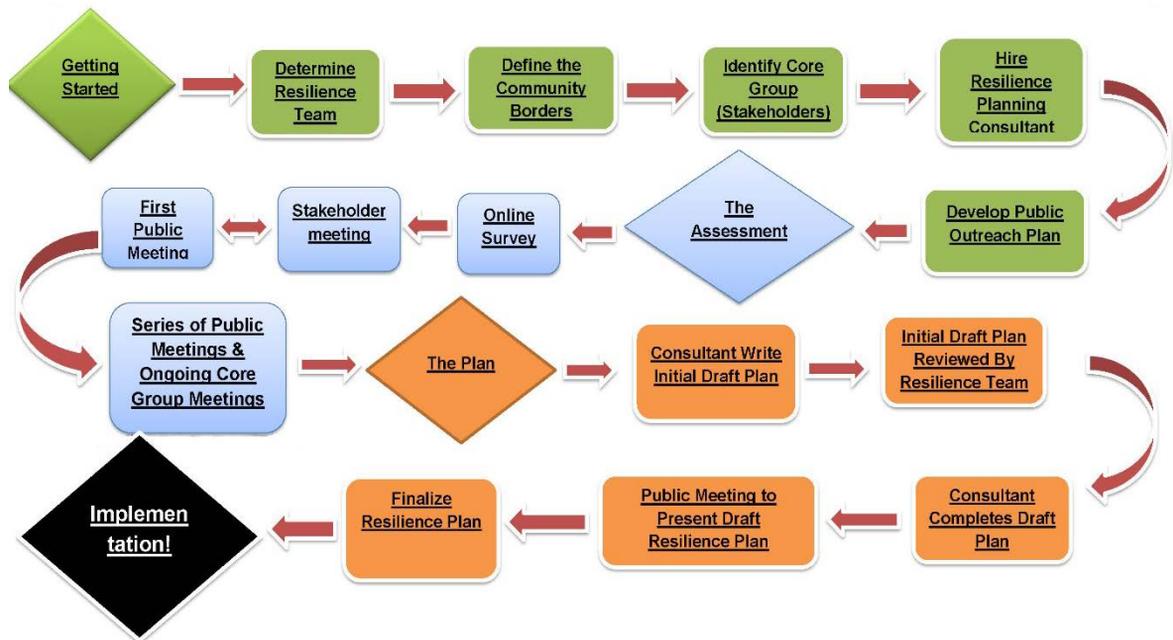
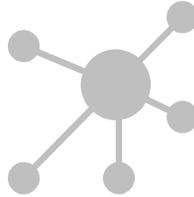
Implementation Committee

**Appendix**



# Resilience Planning Process Map





# WEED RESILIENCE PLAN MAPPING THE PROCESS



# Meeting Notes:

## Leadership Meeting

December 4, 2015

## Community Meeting

January 6, 2016

## Leadership Meeting

January 29, 2016



**Meeting Notes:  
Leadership December 4, 2014**

**// There is no power  
for change like a  
community  
discovering what it  
cares about //**

*Margaret Wheatley*

"Sphere of Influence or Sphere of Concern"  
"To be resilient – Get Along!"  
"Rural or Frontier"  
"Community Development is a process...Resilience does not have to follow the legal sphere of influence"  
"Rural is not defined by size only but also by distance from large area – Rural vs Suburban"

*Participants Comments*

**Outcome:**

- Collaborative community inspired resilience planning
- Stronger working relationships, increased skills
- Businesses and organizations more organized towards common goals

**Priorities and Interest:**

- Leverage to help out other communities and customize for other communities
- Resilience started 1 year after - when it usually starts at about 4 years
- Learning how hospitals can help in emergency situations
- Forrest service plan integrating with city plans
- Improving on what the past has taught us in order to move forward

**Overview:**

- Community Development is a process...Resilience does not have to follow the legal sphere of influence
- Rural is not defined by size only but also by distance from large area – Rural vs Suburban
- Sphere of influence or Sphere of Concern, we are rural and we could go larger than the sphere of influence
- Flexible boundaries depending on the issue. Need to look at low income and vulnerable
- Sphere of influence, from a county perspective, is rather large
- SOI, is a legal definition



## **Leadership December 4, 2014 (continued)**

### **Mapping our Collective Knowledge:**

#### *Future Trends:*

- Demographic shift to older population
- Natural gas – changing power
- Renewable energy – Bio
- More business opportunities – service base
- Destination Weed – Avoid making Weed an I-5 Stop
- Alternative Fuels – Electric Cars
- Increase in vocational education

#### *Political Factors:*

- “Small Voice” Lack of representation
- Regulatory Climate
- More open to new businesses “Business Friendly”
- All constituents must be open to change

#### *Economic Climate:*

- Lack of skilled workers
- Lack of private sector jobs
- Regional shopping center for south Siskiyou County

#### *Community Trends:*

- Income resources disparity
- Opportunity to develop strong relations with the college
- Evaluate desire for growth
- Aging population
- School enrollment is down
- Poor work ethics and skills
- *Constituent Needs:*
- Economic security
- Access to healthy food
- Access to healthcare
- Improve low income and mod/housing
- Middle income growth
- Family living wage jobs – manufacturing

#### *Technology Factor:*

- Need for broadband – fiber optics
- New technologies – not invented yet
- High speed internet

#### *Infrastructure Factors:*

- Lack of natural gas
- Aged
- Lack of funds
- Limited – electrical grid
- Drought – ground water reuse
- Redundant systems
- Wind power – no generators – inter-ties with other communities
- Transmission
- Comprehensive look at integrated infrastructure needs – County wide

#### *Uncertainties:*

- New technology
- New resource regulations, i.e., water



## Leadership December 4, 2014 (continued)

### Survey Breakout Groups:

#### *Health and Wellbeing – Strengths:*

- Connectivity
- South Weed Growth
- Natural Resources, trails, parks
- Quality of Life
- Recreation

#### *Health and Wellbeing – Needs and Opportunities*

- Primary care physician
- Rural Healthcare Clinic
- ID – Elderly & disabled social plan
- Lack of city authority to enforce property owners property condition
- Transient concerns
- Education – communication; offline services, two-way, collaboration – school districts and law enforcement
- Bike trails
- Walking to residential to business
- Healthcare preventative
- Natural Resources
- Undeveloped area for growth
- College – CTE – Nursing – Law Enforcement – Cost effective area – Fire Accreditation
- Clean air and water

#### *Environment and Infrastructure - Strengths:*

- 4 Fire stations within the area
- citizens protect natural resources
- citizens supplement food – hunting/fishing – gathering/preserving
- Safe water supply
- I-5 and Hwy 97 – Key evacuation points
- COS – Law enforcement and fire training – more local resources
- Close ties in the community during a disaster, i.e. Boles fire, citizens took people in – no needs for shelters

#### *Environment and Infrastructure – Needs and Opportunities:*

- Education on Natural resources – Need for effective forest management
- Plan – Educate – Fund – Aging infrastructure – Replace in the future
- Better coordinated communication in a disaster; Police/fire, regionally and social media
- Potential risks: Snow/fog – Mud flow – Derailment – Transportation Hub toxins – earthquake – fire
- Sacramento – one size fits all – urban vs rural
- Environmental variables
- Establish evacuation routes

#### *Economic and Social – Strengths:*

- Roseburg, GNS, COS, Crystal Geysers, city offices
- Social connections are a strength
- Social connections help make individuals self-sufficient

#### *Economic and Social – Needs & Opportunities:*

- Connections between physical areas, i.e., physical roads “needs to be more”
- Increase economic diversity – too much reliance on Roseburg and COS
- Treat to social connections is economic conditions, i.e., vacant downtown businesses
- No gathering areas
- Economic Development focus is not in the right direction to benefit the citizens, travelers vs locals
- Economic Development is not diversified enough to benefit the citizens
- Need to make Weed a destination location
- Need different business, not more of the same types
- Downtown revitalization
- Center of commerce for locals
- More businesses to serve local citizens Self-sustaining economic economy; reduce leakage
- Strong brand
- Stronger rules/regulations for absentee commercial owners
- Economic Development for the City of Weed
- Better IT Service – fiber optic, internet, infrastructure along I-5
- Fill vacant commercial buildings
- I-5 and Hwy 97
- Golf course
- Community Pool
- Mt. Shasta and Lake Shastina



## **Leadership December 4, 2014 (continued)**

### *Leadership and Strategy – Strengths:*

- Formal leadership; COS, Chamber of Commerce, City Hall, PD, CDF, Medical Center, Fire Department, Ambulance, Library, Schools
- Leaders have influence
- Family ties
- Community ties
- Experienced formal and information leaders as a resource
- Learned from Boles Fire, fuel reduction strategies
- Speed and determination in recreating a resilience plan

### *Leadership and Strategy – Needs and Opportunities:*

- Better communication between public and agencies and between agencies
- Better coordination of CalFire and Fire Safe Councils
- Less competition amongst agencies, jurisdictions, funding
- Identify community leaders by neighborhoods and train them
- Outreach to community, they are part of a system for support during disaster
- Better communication between formal leaders
- Utilize neighborhood leaders as part of community development in Resilience Planning
- Outreach, i.e. elderly disabled

### **Top Needs and/or Opportunities in each category:**

- *Health and Wellbeing:*
- COS – CTE Nursing, Law Enforcement, Cost effective area, Fire accreditation
- Rural Healthcare Clinic
- Bike Trails
- *Environment and Infrastructure:*
- Education on Natural resources – Need for effective forest management
- Plan – Educate – Fund – Aging infrastructure – Replace in the future
- Better coordinated communication in a disaster; Police/fire, regionally and social media
- *Economic and Social:*
- Downtown revitalization
- I-5 and Hwy 97
- Better IT Service – fiber optic, internet, infrastructure along I-5
- *Leadership and Strategy:*
- Identify community leaders by neighborhoods and train them
- Utilize community leaders as part of community development
- Better communication between formal leaders

### **Wrap-Up:**

#### *Highlights and values of today:*

- Community is not aware of what is out there, more community forums
- Need to get all the players in the same place
- Everyone is working towards the same goals in different communities, need to get together
- Like results of survey and see what all opinions and ideas are
- Like all aspects, from number of people in the room
- Loved survey and meeting new people, aware of lack of awareness of economic development work
- Like number of perspectives, sharing, number of ways to look at same problem
- Care enough to show up and participate
- Great community effort need more people from the community
- People are enthusiastic about participating
- It is hands-on to make it happen. We have a common goal and learned different ways to approach
- Replication of the resilience plan is a great thing
- What we are doing is affecting this community and will be able to be shared
- Need to encourage more community of Weed members

### **Next Steps:**

- Check the website for more information – Resilience-Weed.org
- Community Meeting, Wednesday, January 6, 2016 – 5:00 to 8:00 – Sons of Italy Hall
- Core Group Meeting, Friday, January 29, 2016 – Time TBA – Majority of people cannot make a full day. Can we complete in less time or in 2-short days. Team will decide.



**Meeting Notes:**  
**Community Meeting January 6, 2016**

## MEETING FOLLOW UP NOTES

### Community Visioning for Weed's Future Resilience Planning & Vitality Meeting

#### Attendees:

24 Total Participants – Weed Mayor, City Manager, County Supervisor, Board President College of the Siskiyou, additional organizational leaders, business owners, citizens, etc.

#### Meeting Outcomes

- > A Vision of Weed's Priorities for Now & Future Resiliency/Recovery Shared
- > Town Recovery Survey Results Shared & Added To
- > Our Community Strengthened Through Open Communication
- > Appreciation and Acknowledgment

### WHAT IS WEED RESILIENCE?

Weed resilience describes the capacity of the town and our people living and working in the surrounding community, to function, survive, and thrive (particularly the poor and vulnerable) no matter what stresses or shocks we encounter.

#### Resilience Wisdom Gained From Boles Fire Recovery

Participants were asked "What have we learned individually and together about how Weed meets challenges and what is needed?" What is our collective wisdom now?

#### Comments:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• We have experienced the power of selfless cooperation</li> <li>• Everything and everybody was impacted</li> <li>• Great community support was shown – we have it</li> <li>• Trust in the Weed community is now higher</li> <li>• Connectivity of power between the different communities</li> <li>• There is great pride in the community for coming together</li> <li>• Confidence is now higher</li> <li>• High spirit is still here</li> <li>• We have strength – we are stronger</li> <li>• Feeling more important = confidence</li> </ul> | <ul style="list-style-type: none"> <li>• There is more perspective</li> <li>• People are educated about disaster</li> <li>• Lessons have been learned on human nature</li> <li>• Good communication</li> <li>• We are embedded in the state of California</li> <li>• Divisions were put aside and all came together</li> <li>• Empowerment</li> <li>• Things are positive</li> <li>• Weed is up to it! (meeting challenges)</li> <li>• There is a silver-lining</li> <li>• Weed is wiser</li> </ul> |
|---|---|



## Community Meeting January 6, 2016 (continued)

### Prioritized Vision Elements

#### *“What do we want our communities to look like now, and when we have recovered well from a disaster?”*

Participants were asked to state and then vote on their vision priorities. Comments below are ranked from higher to lower priority. All comments are of some priority as they were mentioned as important to consider when planning for the future.

Comment	Group Vote	Comment	Group Vote
• We have a thriving downtown full of people and businesses	13	• Weed is a safe and secure place	2
• Weed housing is affordable as increased income is livable	11	• There exists economic liberty with emphasis on living wages	2
• A first rate education is available to all students	7	• Weed has well-coordinated medical emergency care	2
• There exists a visible and mutually supportive partnership between COS and the City of Weed	6	• People in Weed have affordable access to healthy life style choices	2
• Weed has well-funded community services, strong leadership, and wide civic engagement	5	• There exists effective collaboration, communication, and integration in regional social services	2
• There exists a reliable emergency communication network which functions when all other systems are down	4	• Business drivers are not dependent on natural resources and regulation	1
• Weed, other cities, and all of Siskiyou County have a “Fuel Modification & Reduction Plan”	4	• Crime is down in Weed and there is quick emergency response times	0
• Economic development also helps keep natural systems in mind, and the eco-system in balance	3	• Municipal infrastructure enhances prosperity	0
• Weed is an economically viable community that attracts young to stay	3	• Coordination between agencies (communication & emergency) is highly functioning	0
• All demographic groups are represented in the 96094 planning	3		

**“Weed is wiser...”**

Meeting Participant



**Community Meeting January 6, 2016 (continued)**

## Weed Resilience Vision

### **Weed and our surrounding communities are resilient in the face of natural, and/or socio-economic challenges and disasters.**

We have a thriving downtown full of businesses with a supportive community that is diverse, civically engaged, attracts young to stay, and has strong collaborative leadership. Housing is affordable, a first rate education is available, and community services well-funded in Weed. Economic development is flourishing, well supported, and integrates the concept of 'sustaining natural systems and resources' into short and long term planning. There exists a visible, mutually supportive, and highly beneficial partnership between College of the Siskiyous and the City of Weed.

### **Weed is an attractive, safe, and secure place to live for multiple reasons.**

Weed has reliable emergency communication networks which function well when all other systems may be down, with a fire fuel modification and reduction plan in place. Crime is low, and there is a highly functioning, appreciated, and respected police department. Emergency medical care is swift, dependable, and well-coordinated. Citizens know how to access all types of assistance for their well-being easily. Weed maintains a culture of caring, effective communication, working together well, and integration of all its regional social services – especially for the elderly, economically disadvantaged, and vulnerable.

Weed's municipal infrastructure and systems enhance prosperity and safety and are greatly appreciated.

## Value of the Meeting

Participants were asked: "What has been the personal value of the meeting today for you? What has been the value for the communities of Weed?"

- It was a cohesive meeting
- I valued the sharing of perspectives
- Powerful, amazing process, worthwhile
- The issues (Future Vision Element Priorities) picked serve the greatest amount of constituents
- Importance of COS in this group was valuable to see
- The optimism, positive visioning
- Seeing that we need more community events to encourage the inclusion of all people
- Business needs were identified
- Meeting well conducted - Thank you facilitator
- That we created a vision to help the community thrive
- I am now inspired to volunteer – sign me up
- Strong vision was created
- Good economic points
- 2 minds are better than 1
- Really getting that we are stronger when working together
- Sharing information is very valuable
- I now have a better understanding of what this community is about
- This group (how it functioned) gave me hope to individuals and the City
- Impressed by how fast the visioning was done



**Meeting Notes:**  
**Leadership Meeting January 29, 2016**

## MEETING FOLLOW UP NOTES

Weed Resilience Planning – Mtg. #3 (1-29-2016)

**There is no power  
 for change like a  
 community  
 discovering what it  
 cares about**

Margaret Wheatley

**Attendees:** 30 Total Participants – Weed Mayor, City Manager, County Supervisor, and President College of the Siskiyou, additional interested organizational leaders, business owners, citizens, etc.

### Table of Contents

- Meeting Outcomes
- Next Planning Steps
- Comments: Value of Meeting
- Comments on Draft Vision & Draft Vision Statement
- Ranked List of Priorities to Most Effectively Manage Weed Resilience

### Meeting Outcomes

- Community Resiliency Vision Shared & Elements Added
- Top Resilience Planning Priorities Firmed Up
- Draft Gameplan Action Ideas Designed to Effectively Manage Resilience Plan Priorities

### Next Planning Steps:

- Planning Steering Committee will review all meeting notes, provide any additional information, and turn notes over to the resiliency planning consultants to create the “Draft Weed Resiliency Plan”.
- Planning committee will send out the “Draft Weed Resiliency Plan” (or have a final meeting for all interested parties) to provide final input on plan.

### Parking Lot (for Planning Steering Committee to address)

- Do we include Lake Shastina in the Weed Resiliency Plan?
- Is it “sphere of influence” or “sphere of concern” that the plan will address?

### Comments: Value of Planning Meeting

*Participants were asked: “What has been some of the highest values of the meeting today for you?”*

- I valued that it was a cohesive meeting
- Taking away something new each time is valuable
- I appreciate all this time spent on planning
- Seeing multiple subject matters being covered
- It was a good process – making (working with) issues in a proper order of prioritization
- Final exercise (creating gameplans) shows we are moving forward
- I valued being made aware of new programs that I was previously unaware of
- Everyone is talking now, interagency. We are more familiar with each other (and what is important to each other)
- I valued through this process that we are breaking down boundaries
- We have been (tackling) multiple tasks and issues are being addressed
- The nonprofessional opinions – have been valuable – good



**Leadership Meeting January 29, 2016 (continued)**

## **Vision Process - Community Meeting (1-6-2016) regarding Vision for the City of Weed**

***Weed, and our surrounding communities, are resilient in the face of natural,  
and/or  
socio-economic challenges and disasters.***

We have a thriving downtown full of businesses with a supportive community that is diverse, civically engaged, attracts young to stay, and has strong collaborative leadership. Housing is affordable, a first rate education is available, and community services are well funded in Weed. Economic development is flourishing, well supported, and integrates the concept of 'sustaining natural systems and resources' into short and long term planning. There exists a visible, mutually supportive, and highly beneficial partnership between College of the Siskiyous and the City of Weed. Weed is an attractive, safe, and secure place to live for multiple reasons. Weed has reliable emergency communication networks which function well when all other systems may be down, with a fire fuel modification and reduction plan in place. Crime is low, and there is a highly functioning, appreciated, and supported police department. Emergency medical care is swift, dependable, and well-coordinated. Citizens know how to access all types of assistance for their wellbeing easily. Weed's municipal infrastructure and systems enhance prosperity and safety and are greatly appreciated. Weed maintains a culture of caring, effective communication, a town that works together well, and efficient integration of its regional social services – especially for the elderly, economically disadvantaged, and vulnerable.

### **Leader Meeting (1-29-2016) Comments on Draft Vision**

(Comments/ideas to be integrated by the Resilience Planning Steering Committee to Draft Vision Below)

- Employment opportunities
- Emergency services
- Fuel break maintenance
- Consideration for residential fire specific education, cleanup, and maintenance.
- List (detail out) "what would attract young to stay?"
- Attract small and medium businesses
- Communicating and education the emergency plan to the public
- Embracing diversity and utilizing diversity of knowledge
- Mutual respect and appreciation of the process
- Mutually beneficial and therapeutic
- Citizens engaged and informed (encouraged) to participate in local government



## Leadership Meeting January 29, 2016 (continued)

### Ranked Planning Top Needs and/or Opportunities (issues/ideas) & Process Description

Participants were asked to identify and share their planning priorities (what should we all be focused on for resources and attention to bring about Weed Resilience (that which is needed to function, survive, and thrive (particularly for the poor and vulnerable) no matter what stresses or shocks we may encounter in the future).

#### Put in Ranked Priority - total of 28

TOP NEEDS AND/OR OPPORTUNITIES	Total
COS – CTE Nursing, Law Enforcement, Cost effective area, Fire accreditation, resource management & agriculture.	84
Identify community leaders by neighborhoods and train them coordinating EMS and communities for evacuation. CERT - system training. Triage for emergency evacuation purpose. Area of concern.	80
Plan – Educate – Fund – Aging infrastructure – Replace in the future	78
Better coordinated communication in a disaster; Police/fire, regionally and social media	77
Housing is affordable as increased income is livable housing stock increase. Variety of housing - apts. - sfd - rentals (second homes) Economy to bring in more housing. Infill - Encourage rebuilding reduce vacancy. Also student housing.	75
Downtown Revitalization Thriving Downtown	73
Better IT Service – fiber optic, internet, infrastructure along I-5	72
Economic diversity, encourage Micro-enterprises - Economic development optimizes wealth of natural resources.	71
First rate education is available to all students	70
Create and independent Economic Base - not dependent on any other base.	70
Since America is becoming older, the City must implement a comprehensive plan to address senior needs, from senior services to housing needs. This will ensure that current senior citizens, and those citizens aging to become seniors will stay in Weed; in turns this will likely attract seniors to Weed as a place to retire to.	70
Better communication between formal leaders	68
Utilize community leaders as part of community development	67
Cogeneration - Bio Mass - Alternative Fuel - Green Energy - Innovation and advancement in Economic Development, trades and industries.	67
Visible and mutually supportive partnership between COS and the City of Weed	66
Education on Natural resources – Need for effective forest management more stringent planning, for pre fire mitigation in the sphere of concern.	65
Weed along with the County, must review and revise the City's incorporated city boundaries and the City's Sphere of Influence.	64
Student housing	60
Substance abuse - service programs local.	58
I-5 and Hwy 97	57
New sources of school funding	56
Bike /Trails	56
Emergency hazard mitigation on a regional base.	55
Weed, due to the lack of staff and fiscal capacity, must find ways to work with other Siskiyou communities to share innovative ways to lessen each other's fiscal and staffing burdens. For example, can there be one water/sewer district that covers Weed and Mount Shasta and their surrounding communities so as to create better scaled water/sewer services.	55
Data Collection.	54
Rural Healthcare Clinic	51
For example, creating a Resilience Center (Community Center) that can be used for multiple purposes, including evacuation center during shocks, could be placed between Mount Shasta and Weed and the cost shared.	51



## Leadership Meeting January 29, 2016 (continued)

### Gameplan Notes and Process Description:

To create 'action gameplans' participants were broken into groups of 4 and given top ranked priorities to discuss and map out the follow considerations below. Note: Where there is less, or no information, the group did not have time to finish and write down their conversations.

1. What are the top actions/tasks needed to carry out each priority?
2. What are the recommended leadership, partners, and resources needed for this priority?
3. What are the challenges we face in managing this priority effectively?
4. What are the success factors needed to manage this priority to accomplish our goals and vision?

## GAME PLANS FOR GROUP #1:

**Priority #1 -- #1 – College of the Siskiyou COS – CTN Nursing, Law Enforcement, Cost effective area, fire accreditation, resource management and agriculture. (This was done by group 3 need to combine)**

### Actions

- Expand programs relating to obtaining jobs
- Implement programs that start in Kindergarten
- Collaboration with community leaders, e.g., regular meetings
- Increase staff & student housing
- Expand local healthcare
- Enhance information/technology

### Recommended leadership, partners, and resources

- COS, K-12
- Local, State & Gov. Agencies

### Success Factors

- Increase of students & staff

### Challenges

- Management of public perception
- Public education about affordable housing

**Priority #2 – #5 Housing is affordable as increased income is livable housing stock increase. Variety of housing – apt. – SFD – rentals (second homes) Economy to bring in more housing. Infill – Encourage rebuilding reduce vacancy. Also, student housing.**

### Actions

- Develop a housing rehabilitation program
- Identify Funding Sources for housing
- Identify Sites for improvement

### Recommended leadership, partners, and resources

- Local Government and the California Coalition for Rural Housing

### Success Factors

- Volunteer forces working with professionals

### Challenges

- Funding and infrastructure

**Priority #3 – #9 First Rate Education is available to all students**

### Actions

- Explore consolidation of school districts

### Recommended leadership, partners, and resources

- K-12; State
- County & City Government

### Success Factors

- Population growth

### Challenges



**Leadership Meeting January 29, 2016 (continued)**

## GAME PLANS FOR GROUP #2:

**Priority #1 -- #3 Plan – Educate – Fund – Aging infrastructure- Replace in the future (this was also done by group 3 need to combine)**

### **Actions**

- Communicate the city's plan
- Need to define the needs. City/County committee to work to strategizing

### **Recommended leadership, partners, and resources**

- A plan to address the needs

### **Success Factors**

- Improve overall utilities and services
- Recruit new businesses affordable

### **Challenges**

- Infrastructure for growth
- Separate entities, City power
- Recovery and Rebuilding Private Property fire survivors
- Funding for non-fire effected areas

**Priority #2 – #10 Create an independent Economic Base – not dependent on any other**

### **Actions**

- Maintain this as a priority for community leaders
- Educational and Promotional efforts
- Engage chamber of commerce and service organizations

### **Recommended leadership, partners, and resources**

- Engage Chamber
- City
- College
- Other city and service organizations.

### **Success Factors**

- Tax base
- Quality of living
- Employment
- Health of community

### **Challenges**

- Comparison
- Population
- Conflicting Visions

**Priority #3 – #2 Identify community leaders by neighborhoods and train them coordinating EMS and communities for evacuation. CERT – system training. Triage for emergency evacuation purpose. Area of concern. (this was done by group 3 – need to combine)**

### **Actions**

- Mentor and train youth
- Train your replacement
- Volunteer fire explorer
- Engage college and schools

### **Recommended leadership, partners, and resources**

- Neighborhood watch
- Commutate the benefits

### **Success Factors**

- Active Service Groups

### **Challenges**

- Lack of community involvement and interest



## GAME PLANS FOR GROUP #3:

**Priority #1 -- #2 Identify community leaders by neighborhoods and train them coordinating EMS and communities for evacuation. CERT – system training. Triage for emergency evacuation purpose. Area of Concern. (This was done by group 2 need to combine)**

### **Actions**

- Identify training resources
- Community outreach for recruiting
- Develop plan and procedures

### **Recommended leadership, partners, and resources**

- Fire Chief
- CalFire
- OES
- Weed PD
- Local Government
- Training organization in Ashland

### **Success Factors**

- Commitment from Multi agency and local government
- Community Awareness & engagement in the form of volunteers

### **Challenges**

- Getting agency buy-in and using CERT

**Priority #2 – #1 College of the Siskiyous (COS) CTE Nursing, Law enforcement, cost effective area, fire accreditation, resources management and agriculture. (This was done by group 1 also – need to combine)**

### **Actions**

- Curriculum developed and approved
- Integrated into Master Plan
- Outreach to high school and community
- Establish community partners for workforce development/apprenticeships

### **Recommended leadership, partners, and resources**

- COS trustees and staff
- High Schools
- Agriculture, fire, timber, hospital, forest

### **Success Factors**

- Funding acquired for training

### **Challenges**

- Outreach to extended range



## **Leadership Meeting January 29, 2016 (continued)**

### **Priority #3 – IT - # 7 Better IT Service – fiber optic, internet, infrastructure along I-5**

#### **Actions**

- Regional needs assessment
- Identifying existing stakeholders
- Prioritizing objectives
- Pursue funding

#### **Recommended leadership, partners, and resources**

- Your professional
- Cities partnership
- Jeff Collins
- County
- EDC
- Local providers: Frontier, Snowcrest, MCTV15, AT&T, Northland
- COS

#### **Success Factors**

- Education & Buy-in on the need for IT
- Address prohibitive cost

#### **Challenges**

- Cost per residence is prohibitive

### **Priority #4 – #3 – Plan – Educate – Fund – Again infrastructure – Replace in the future (this was done by group 2 – need to combine)**

#### **Actions**

- Form sewer improvement committee
- Form water communication committee
- Road improvement plan
- Community outreach and engagement

#### **Challenges**

- Cost



## GAME PLANS FOR GROUP #4:

### Priority #1 - #4 Better coordinated communication in a disaster; Police/fire, regionally and social media

#### Actions

- Better information and communication through greater bandwidth
- Sharing protocol between agencies – “leader intent shared” – communication and education
- PIO – Public Information Officer – Feed CERT (Community Emergency Response Team)
- OES Classes at COS

#### Recommended leadership, partners, resources

- OES, Sheriff, CALFIRE, Highway Patrol, local PD
- 1610 Radio – Local TV Channel 15 and 5 – Siskiyou Media Council

#### Challenges

- BANDWIDTH – Private vendors need to coordinate bandwidth between each other
- PIO – usually has more than one job – in an emergency overwhelmed with tasks

### Priority #2 - #16 Visible and mutually supportive partnership between COS and the City of Weed.

#### Actions

- Develop a task force to find mutual ground
- Mentorship programs – sports, biz, education
- ROP (Regional Occupational Program) – Local support for businesses

#### Recommended leadership, partners, resources

- COS – administration and students
- City of Weed
- Weed Chamber of Commerce
- City of Weed businesses

### Priority #3 - #25 Weed, due to the lack of staff and fiscal capacity, must find ways to work with other Siskiyou communities to share innovative ways to lessen each other’s fiscal and staffing burdens.

#### Actions

- SAGE – Sharing of Resources – exists (Siskiyou Association of Government Entities)

#### Recommended leadership, partners, resources

- County of Siskiyou Representatives
- Representative from each of the cities in the county

#### Challenges

- SAGE – after being organized county wide over a year and half ago – still no list

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Total Needs and/or Opportunities worked on by this groups – 13





# General Plan Notes

## Priorities – General Plan

Community Meeting #1 Focus Groups  
The first community meeting was held on October 10, 2015 at City Hall in downtown Weed. The meeting began with an introduction to the General Plan, the contents of each element, and the process of updating the Plan. The meeting attendees were asked three questions about Weed.

## The questions were:

- What are the strengths of your community?
- What is holding your community back?
- What would make your community better?

### Strengths. Citizens identified the following strengths in the City of Weed:

- Good regional connectivity due to the highway system
- The City's small-town character and strong sense of place
- Relatively reasonable housing prices in the City
- Variety of neighborhoods and generally quiet atmosphere
- Clean air and scenic backdrop of Mount Shasta
- Variety of outdoor recreational spaces and activities
- Intimate, clean, diverse, and relatively safe community in Weed
- Decent physical health care services
- Presence of the College of the Siskiyou
- Strong sense of local entrepreneurship and blue-collar job market

### Barriers. Citizens identified the following as barriers challenging the City of Weed:

- Sprawling development that has occurred in the past
- No clear process or vision for future growth
- The limited infrastructure and services for alternative transportation
- The lack of affordable and diverse housing stock for all income levels
- Declining school enrollment and performance
- Insufficient access to parks and youth-centered recreation programs
- Limitations on water resources
- Pollution from local highways and industry
- Lack of employment opportunities and well-paying jobs
- Limited medical services, high wildfire danger, and substance abuse



## Wishes. Citizens wished for the following:

- › Better enforcement of the City's codes and ordinances
- › Recreational centers and activities for kids and youth
- › A greater mix of land uses, more diverse neighborhoods, and incorporation of nearby communities
- › More connectivity between parks and public open space with better maintenance
- › Improved safety and accessibility for alternative transportation modes
- › Sufficient affordable housing for all income levels
- › Enhanced relationship with College of the Siskiyous
- › Protection of water resources
- › Development of alternative energy sources and sustainable businesses
- › Reinvestment and revitalization of the downtown core
- › A diversity of shopping, entertainment, and restaurant services
- › Identifiable landmarks, gateways, and signage in the City
- › More specialized medical services and better access to healthy food options
- › Promotion of neighborhood watch groups and drug and alcohol education and prevention programs for the youth



**Community Meeting 2** - This section summarizes input from the preference poster activity conducted during the second community meeting on November 7, 2015. All chapters in the background report include information gathered from this meeting. The following information summarizes the community's preferences based on each element.

### Land Use

- Focus on redevelopment and infill of vacant lots
- Incorporate adjoining communities
- Concentrate development in Central Weed and South Weed

### Circulation

- Focus on biking and walking as alternative transportation modes
- Prioritize sidewalk repair in Central Weed
- Prioritize road pavement repair

### Housing

- Prioritize student, senior, and workforce housing in terms of special needs housing
- Prioritize apartments and secondary dwelling units (granny flats) as the main type of affordable housing
- Single-family detached housing is the most preferred type of housing in Weed

### Open Space

- More biking and walking trails in Weed's parks
- Prioritize small neighborhood parks (pocket parks)

### Conservation

- Water should be the top conservation priority in Weed
- Solar panels are the most preferred way to conserve energy
- Air pollution is the most pressing environmental health concern



### Air Quality

- citizens would prefer to use clean energy sources to improve air quality

### Noise

- Industrial noise is the most bothersome noise source in Weed
- Noise is most excessive in South Weed

### Safety

- Crime and fire prevention are the most pressing safety concerns in Weed
- Monitoring drug related activity is the preferred way to reduce crime in Weed
- citizens feel most safe near the College of the Siskiyous
- citizens feel most unsafe in South Weed
- Economic Development
- Boutique stores are the most preferred type of commercial development for downtown Weed
- Weed should prioritize vocational workforce training for renewable energy

### Economic Development

- Boutique stores are the most preferred type of commercial development for downtown Weed
- Weed should prioritize vocational workforce training for renewable energy
- Retail and services, skilled trade and vocational work, health care services, and specialty shops are the most needed types of economic activity in Weed
- Weed should promote outdoor recreational activity as the main type of tourism
- Economic development should be promoted in downtown/Central Weed



### Public Facilities

- The most needed recreational or community facility in Weed is improved access to College of the Siskiyou facilities
- Education and drug abuse require the most attention in Weed
- A teen activity center is the most preferred youth activity
- The existing services that need the most attention are public infrastructure and youth recreation programs

### Community Design

- Gateway signage should be located at the approach to Central Weed on I-5 at the US 97 exit
- Public art and landmarks are the most preferred type of wayfinding amenities along Main Street
- Sidewalks and street trees should be prioritized along Main Street
- Paving, street-scaping, sidewalks, and bike lanes should be prioritized in residential neighborhoods



### Community Meeting 3

Alternative Growth Scenario Preferences This section summarizes input from the Alternative Growth Scenario Preferences conducted during the community meeting on February 20, 2016. All feedback on the growth scenarios are incorporated into the Preferred Growth Scenario. The following information summarizes the community's preferences based on each scenario.



## Key Growth Features

---

- › Expanded Mixed Use Near COS and Main Street
  - › Variety of Housing Options (for all income levels)
  - › Expanded Retail (South Weed & Main Street)
  - › Increased Density
  - › Enhanced Bicycle Infrastructure
  - › Additional Public Facilities
  - › Preserved Open Space
  - › Expanded Access to Outdoor Recreation
  - › Enhanced Mobility
  - › Enhanced Connectivity
  - › Improved Access to Public Transit along Main Street
  - › Expanded Grid Network
- 





# City of Weed Priorities



## City of Weed's Priorities:

- > Marketing Strategy for South Weed – unique position I-5 – 97
- > Grocery Store – Potential business to expand; i.e. Grocery Outlet, Bevo Wine Store
- > Commercial Shopping Center for South County
- > Infrastructure – South Weed I-5
- > Unique geographic position I-5 and Hwy 97
- > South Weed – Truck transportation – Upscale rest stop – Stay overnight
- > Looking at Loves to move in – brings 5 retail and a 24/hr. food stop – maintenance for trucks, tire shop for trucks, etc.
- > More retail sales offered at South Weed Exit
- > Alternative Transportation
- > Pedestrians – sidewalks – ADA
- > Master Bike Plan
- > College Drive expansion to retail
- > Downtown Cinema – regroup
- > Does not want to annex Roseburg into the city – not cost effective





# Resources & Leaders Identified

## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
FIRE SAFE COUNCIL OF SISKIYOU COUNTY	MOUNT SHASTA	Emergency
FRIENDS OF THE MOUNT SHASTA AVALANCHE CENTER	MOUNT SHASTA	Emergency
HUMANITY FOR HORSES	MOUNT SHASTA	Animal Safety
JEFFERSON ECONOMIC DEVELOPMENT INSTITUTE	MOUNT SHASTA	Economic Development
KIWANIS CLUB OF MOUNT SHASTA	MOUNT SHASTA	Service Organization
MOUNT SHASTA BIOREGIONAL ECOLOGY CENTER	MOUNT SHASTA	Land and Resource Conservation
MOUNT SHASTA CHAMBER OF COMMERCE INC	MOUNT SHASTA	Economic Development
MOUNT SHASTA RECREATION AND PARK DISTRICT	MOUNT SHASTA	Service Organization
MOUNT SHASTA TRAIL ASSOCIATION INC	MOUNT SHASTA	Land and Resource Conservation
MT SHASTA COMMUNITY RESOURCE CENTER	MOUNT SHASTA	Family Resource Center
MT SHASTA LODGE - OF THE BENEVOLENT AND PROTECTIVE ORDER OF THE ELKS	MOUNT SHASTA	Service Organization
PASTOR OF ST ANTHONY PARISH MOUNT SHASTA	MOUNT SHASTA	Religious/Spiritual
ROTARY CLUB OF MOUNT SHASTA FOUNDATION	MOUNT SHASTA	Service Organization
SISKIYOU HUMANE SOCIETY INC	MOUNT SHASTA	Animal Safety



## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
SISKIYOU OPPORTUNITY CENTER	MOUNT SHASTA	Vocational Training for Disabled Adults
THE SISKIYOU LAND TRUST	MOUNT SHASTA	Land and Resource Conservation
VOLCANIC LEGACY COMMUNITY PARTNERSHIP	MOUNT SHASTA	Tourism Environment
COLLEGE OPTIONS	REDDING	Education and Job placement for youth
MERCY FOUNDATION NORTH DIGNITY HEALTH	REDDING	Service Organization
NORHERN VALLEY CATHOLIC SOCIAL SERVICES	REDDING	Service Organization
NORTHSTATE WOMENS HEALTH NETWORK	REDDING	Empowerment
SHASTA COUNTY HEAD START CHILD DEVELOPMENT INC	REDDING	Children
SHASTA REGIONAL COMMUNITY FOUNDATION (SRCF)	REDDING	Charitable
THE FORD FAMILY FOUNDATION (FFF)	REDDING	Charitable Organization
UNITED WAY OF NORTHERN CALIFORNIA	REDDING	Charitable Organization
SHERIFF LOPEY FOUNDATION	SISKIYOU COUNTY	Charitable



## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
SISKIYOU HABITAT FOR HUMANITY	SISKIYOU COUNTY	Community services organization
ASSEMBLY OF GOD OF WEED CALIFORNIA	WEED	Religious Organization
BEREAN FUNDAMENTAL CHURCH OF WEED CALIFORNIA	WEED	Religious Organization
CHURCH OF CHRIST WEED CALIFORNIA	WEED	Religious Organization
COLLEGE OF THE SISKIYOU FOUNDATION	WEED	Charitable Organization - Education
FOREST VEGETATION MANAGEMENT CONFERENCE	WEED	Agricultural Organization
GOLDEN SISKIYOU SENIORS INC	WEED	Pleasure, Recreational, or Social Club
GRACE UNITED PRESBYTERIAN CHURCH OF WEED	WEED	Religious Organization
GREAT NORTHERN SERVICES	WEED	Charitable Organization - (Housing Development, Construction, Management)
AMERICAN LEGION AUXILIARY	WEED	Post or Organization of War Veterans
HOME MINISTRIES INC	WEED	Charitable Organization
KARUK TRIBE OF CA	WEED	Social Welfare Organization



## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
KIWANIS CLUB OF WEEDLAKE SHASTINA CALIFORNIA	WEED	Civic League
KIWANIS FOUNDATION FOR SOUTH SISKIYOU	WEED	Civic League
KLAMATH HEALTH SERVICES INC	WEED	Well being
LAKE SHASTINA COMMUNITY BIBLE CHURCH	WEED	Religious Organization
LAKE SHASTINA COMMUNITY FOUNDATION INC	WEED	Charitable Organization - (Public Foundations)
LAKE SHASTINA PROPERTY OWNERS ASSOCIATION	WEED	Social Welfare Organization
LIVING MEMORIAL SCULPTURE GARDEN	WEED	Charitable Organization
LONG TERM RECOVERY GROUP	WEED	Service Organization
PASTOR OF HOLY FAMILY PARISH WEED	WEED	Religious Organization - (Human Services - Multipurpose and Other N.E.C.)
ROTARY CLUB OF WEED CHARITABLE FOUNDATION	WEED	Charitable Organization; Educational Organization - (Community Service Clubs)
SCULPTURE GARDEN FOUNDATION	WEED	Charitable Organization - (Military, Veterans' Organizations)



## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
SISKIYOU CHILD CARE COUNCIL	WEED	Charitable Organization
SISKIYOU FOOD ASSISTANCE CORPORATION	WEED	Charitable Organization - (Human Service Organizations - Multipurpose)
SISKIYOU RETIRED TEACHERS DIV. OF THE CALIFORNIA	WEED	Social Welfare Organization
SISKIYOU TRAINING EMPLOYMENT PROGRAM INC	WEED	Charitable Organization - (Human Service Organizations - Multipurpose)
THE WAYSIDE CHURCH OF GOD IN CHRIST INC OF WEED	WEED	Religious Organization
WEED CHAMBER OF COMMERCE	WEED	Chamber of Commerce - (Promotion of Business)
WEED FRIENDS OF THE LIBRARY	WEED	Educational Organization - (Single Organization Support )
WEED PRIDE	WEED	Community services organization
WEED REVITALIZATION COALITION	WEED	Charitable Organization - (Community, Neighborhood Development, Improvement (General)



## Resilience Community Identified Resources

NAME	CITY	CLASSIFICATION
WEED WATER AND SEWER COMPANY INC	WEED	Community services organization
CASA OF SISKIYOU COUNTY	YREKA	Children's Advocacy
NORTHERN SISKIYOU MINISTERIAL ASSOCIATION	YREKA	Religious
PSA 2 AREA AGENCY ON AGING	YREKA	Elderly
RED CROSS	YREKA	Health and emergency
RESCUE RANCH	YREKA	Animal Safety
SALVATION ARMY	Yreka	Charitable Organization
STABLE HANDS	YREKA	Therapy for Disabled
FREE THE NEED		Service Organization
SISKIYOU COMMUNITY SERVICES COUNCIL	MOUNT SHASTA	Health and Wellbeing
SISKIYOU COUNTY ECONOMIC DEVELOPMENT COUNCIL	YREKA	County designated wide economic development agency
SISKIYOU DOMESTIC VIOLENCE	YREKA	County designated
SISKIYOU FAMILY YMCA	YREKA	
SISKIYOU FARM BUREAU	YREKA	



## Resilience Community Identified Leaders

Government	Title
California Department of Fish and Wildlife-Yreka	Public Affairs Officer
California Office of Forestry and Fire (CALFIRE)	Chief
Chico State Geography and Planning Department	Chair
Chief of Weed Volunteer Fire Department	Fire Chief
City of Weed - Public Works	Public Works Director
City of Weed - City Council	City Council
City of Weed - City Attorney	City Attorney
City of Weed - Planning Commission	Planning Commission
City of Weed - Finance	Finance Director
City of Weed - Police Chief	Chief of Police
City of Weed - Assistant Planner	Assistant Planner
City of Weed - Administrator	Administrator
City of Weed - Engineer PACE	PACE
City of Weed - Engineer Bray	Bray & Associates
County Office of Emergency Services - Deputy Director	County Administrator
Retired CDBG Section Chief	Section Chief, Retired
Shasta-Trinity US Forest Service	District Ranger
Siskiyou County Board of Supervisors	District 3
Siskiyou County Director	Community Development Director
Siskiyou County Planning	Deputy Director Planning Director
Siskiyou County Health and Human Services	Director of Public Health Services
Siskiyou County Sheriff's Office	Sheriff
Education	Title
College of the Siskiyous	President/Superintendent
College of the Siskiyous - Facilities Manager	Assistant Director, Facilities & Operations Services
Weed High School	Principal
Weed Elementary	Principal
Siskiyou County Office of Education	County Superintendent



Non Profits	Title
Churches	LTRG Secretary/UMCOR Rep
Siskiyou Habitat for Humanity	Volunteer Coordinator
PSA2 Area Agency on Aging	Board of Supervisor
Great Northern Services	Executive Director
Greater Lake Shastina Fire Safe Council	Volunteer
Greater Weed Fire Safe Council	Volunteer
FCRCW	Case Manager Boles Fire
Siskiyou Food Assistance	Executive Director
Jefferson Economic Development Institute (JEDI)	Executive Director
Shasta Regional Community Foundation (SRCF)	CEO
The Ford Family Foundation (TFFF)	Director
The Ford Family Foundation (TFFF)	President
Weed Library	Librarian
Weed Pride/Revitalization Committee	
Weed Long Term Recovery Group	Communication
Weed Rotary	
Weed-Lake Shastina Kiwanis	President
Botanical Gardens	President
Trees USA	President
United Way	Program Services Administrator
Salvation Army	
Red Cross	Disaster Program Manager
Siskiyou County Economic Development Council	Executive Director
Siskiyou Land Trust	Conservation Director
Mt. Shasta Bioregional Ecology Center	Stewardship Coordinator
Mt. Shasta Bioregional Ecology Center	Board President
The Shasta Tribe Inc.	Chairman
Shasta Indian Nation	Chairperson
Insurance	United Policyholders-insurance help
Businesses	Title
Crystal Geyser	
Banking	US Bank
Banking	Tri Counties
Banking	Scott Valley
Construction	Weed LTRG Construction Chair
Weed Chamber	Weed Chamber
Real Estate	Siskiyou County Association of Realtors
STEP	Executive Director
Personnel Preference	
Northland Communications	General Manager
Pacific Power	Regional Community Manager
Cross Petroleum	
Highway 97 Businesses Representative (Hi-Lo, gas stations, Ray's Food Place)	Siskiyou Development
Ray Mac Mechanical, Inc.	Vice President



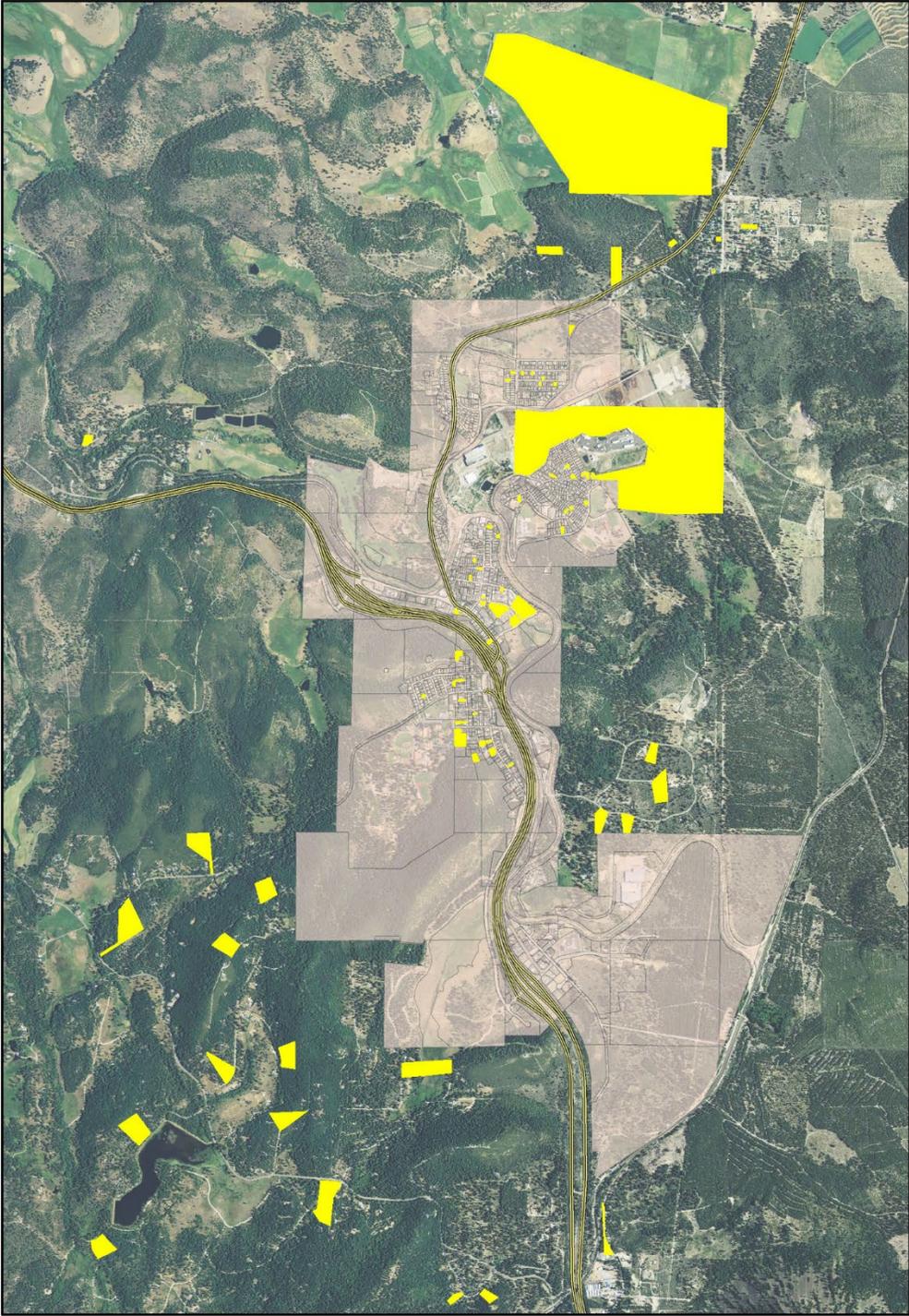
Key Industries	Title
Roseburg Forest Products	General Manager
Siskiyou County Local Transportation Commission	Director
Caltrans District 2 - Land Use Planner	Local Dev. Review & Regional Transp. Planner
Weed Recreation and Parks District	Director
Mercy Medical Center, Mt. Shasta	Marketing/Communication Relations Manager
Solano's Do-It-Best	Owner



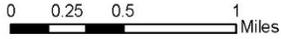


# Resident & Leader Survey

# Weed Resilience Survey Respondents



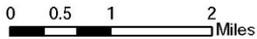
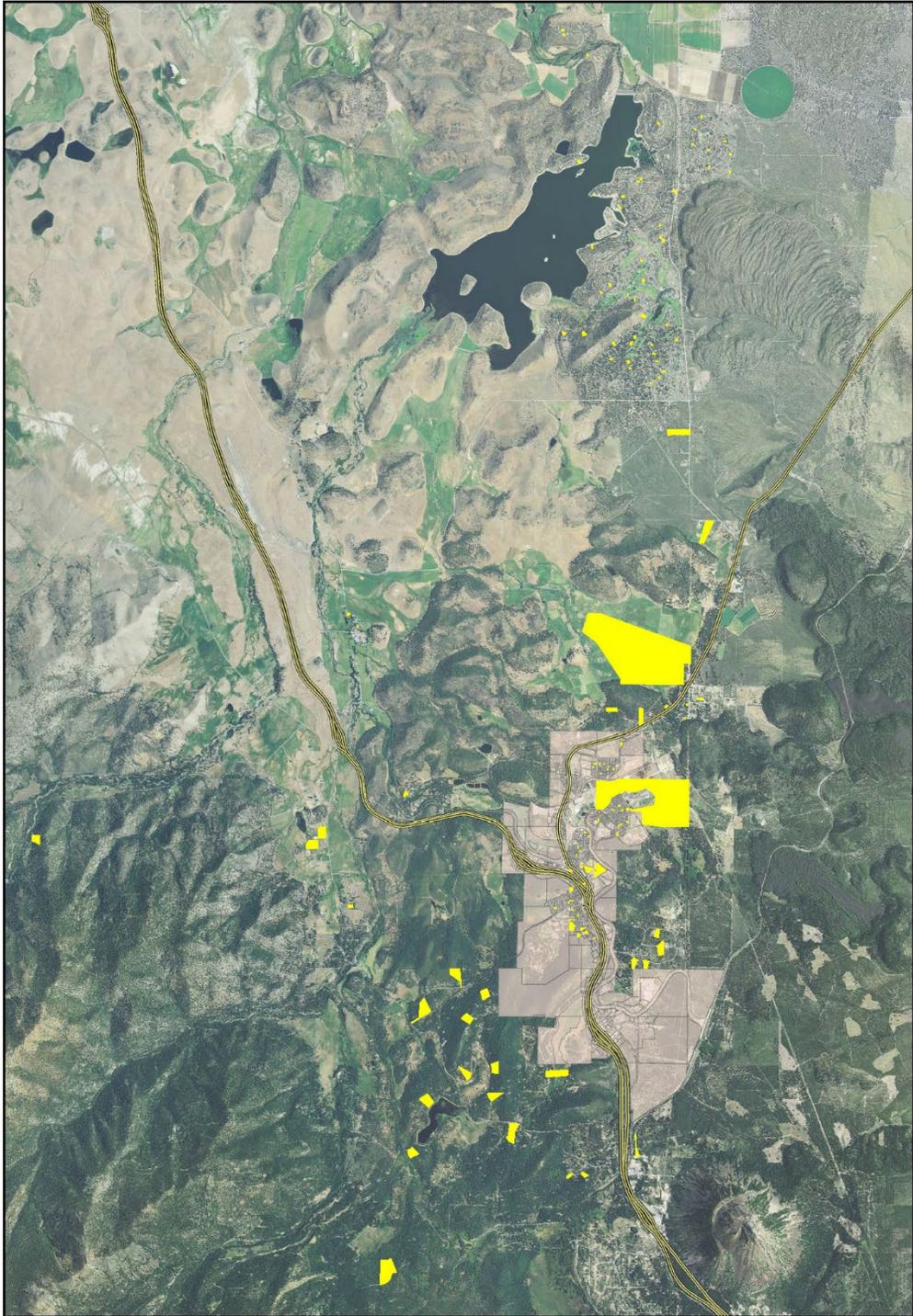

**Stanislaus County**  
 Community Development  
 Planning Division  
 900 South Main Street  
 Weed, California 95994  
 (530) 941-2100



- Survey Respondents
- City of Weed
- State Highways

Disclaimer:  
This map was prepared by  
professional geographers,  
cartographers, and other  
professionals using the best  
available information from  
many different sources and  
methods. The accuracy of  
content or results  
cannot be guaranteed to  
exceed the accuracy of the  
data from which they were  
derived.

# Weed Resilience Survey Respondents



- Survey Respondents
- City of Weed
- State Highways

Disclaimer: This map was prepared for informational purposes only. It is not intended to constitute an offer of insurance, investment, or any other financial product. It is not intended to be used as a basis for any investment decision. It is not intended to be used as a basis for any investment decision. It is not intended to be used as a basis for any investment decision. It is not intended to be used as a basis for any investment decision.

# RESILIENCE-WEED

Community Member & Leader  
Township Assessment  
Executive Report

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Prepared January 2016



## Research Background

To support Weed-Resilience by helping to identify the potential strengths and risks for the city of Weed and the surrounding local communities, an online survey was conducted among two distinct audiences



### Community Members

Local residents of Weed and the surrounding area  
(n=172 participated)



### Leaders

Influential leaders in the business, faith-based, government, non-profit sectors  
(n=40 participated)



## Research Overview

Community Members and Leaders were asked to rate various factors that fell into the four different resilience categories:

- Health and Well Being
- Environment and Infrastructure
- Economic and Social
- Leadership and Strategy

For each factor, participants rated **how important it was and how much they agreed that Weed delivered:**

On a scale of 1 to 7, where 1 is “Strongly Disagree” and 7 is “Strongly Agree,” how much do you agree or disagree that...<e.g. You are proud of the Weed Community>

On a scale of 1 to 7, where 1 is “Not at All Important” and 7 is “Extremely Important,” how important is it that...<e.g. You are proud of the Weed Community>\*

Results reported are the percent who rated the importance either a 6 or 7 (factor is important) and rated their level of agreement either a 6 or 7 (agree Weed delivers) on the 7 point scale



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## Research Results

Findings presented are organized in the following manner:

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**Community Member results**



**Leader results**



**Combined strengths, risks results snapshot for each Resilience category**

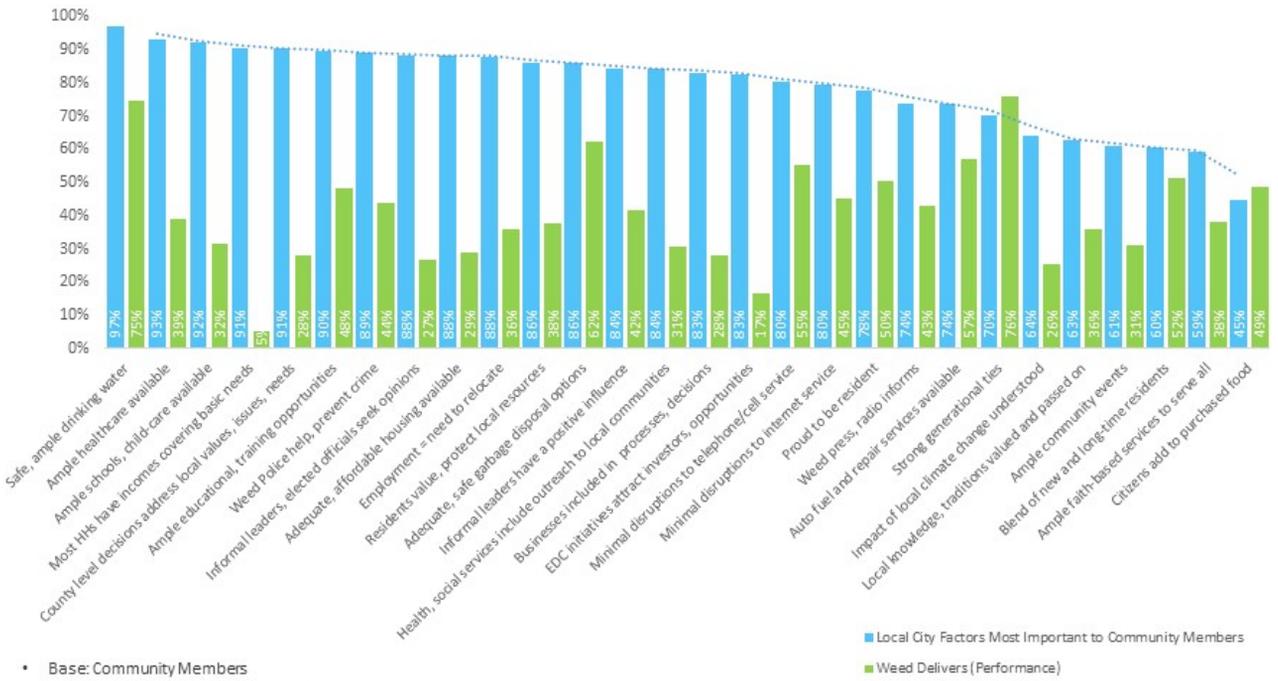


# COMMUNITY MEMBERS

Prepared by **Strata Research** 5

## Factors Important to Community Members Compared to Their Agreement Weed Delivers

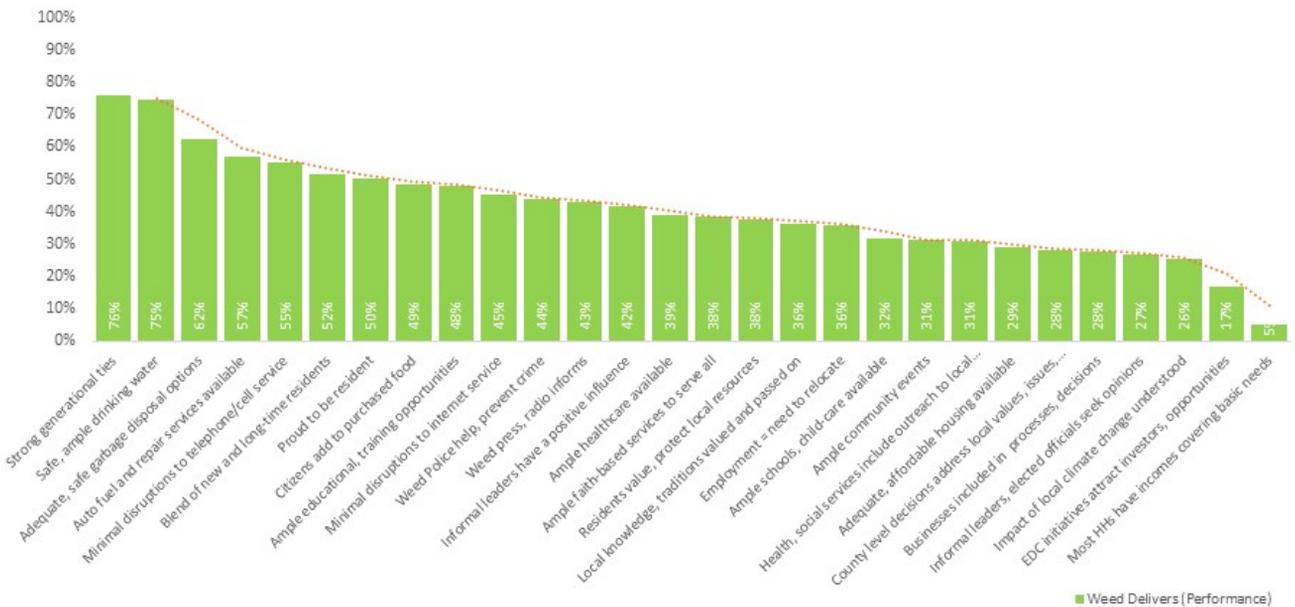
- Community members place high importance on the majority of factors tested, revealed by a predominantly straight curve line
- A significant delta exists for almost all areas when comparing how important Weed community members find each of these factors that affect a city by how much they agree Weed delivers



- Base: Community Members
- Results charted are the percent of 6/7 combined ratings on 7 point scale

## Focusing On Performance

- Ranking by order of performance reveals a strong immediate drop in the performance trendline
- Of the 28 factors, only 5 of the factors were rated positively by more than one-half of the community members
- Suggesting that while the top factors that community members agree with are revealed, the general low level of agreement questions whether these are true strengths



- Base: Community Members
- Results charted are the percent of 6/7 combined ratings on 7 point scale

Prepared by **Strata Research**

7



## Identifying Weed's Strengths and Risks

In order to understand what the perceived strengths and risks of Weed are, results were analyzed by comparing their importance to a community member by how much they agree Weed delivers on performance

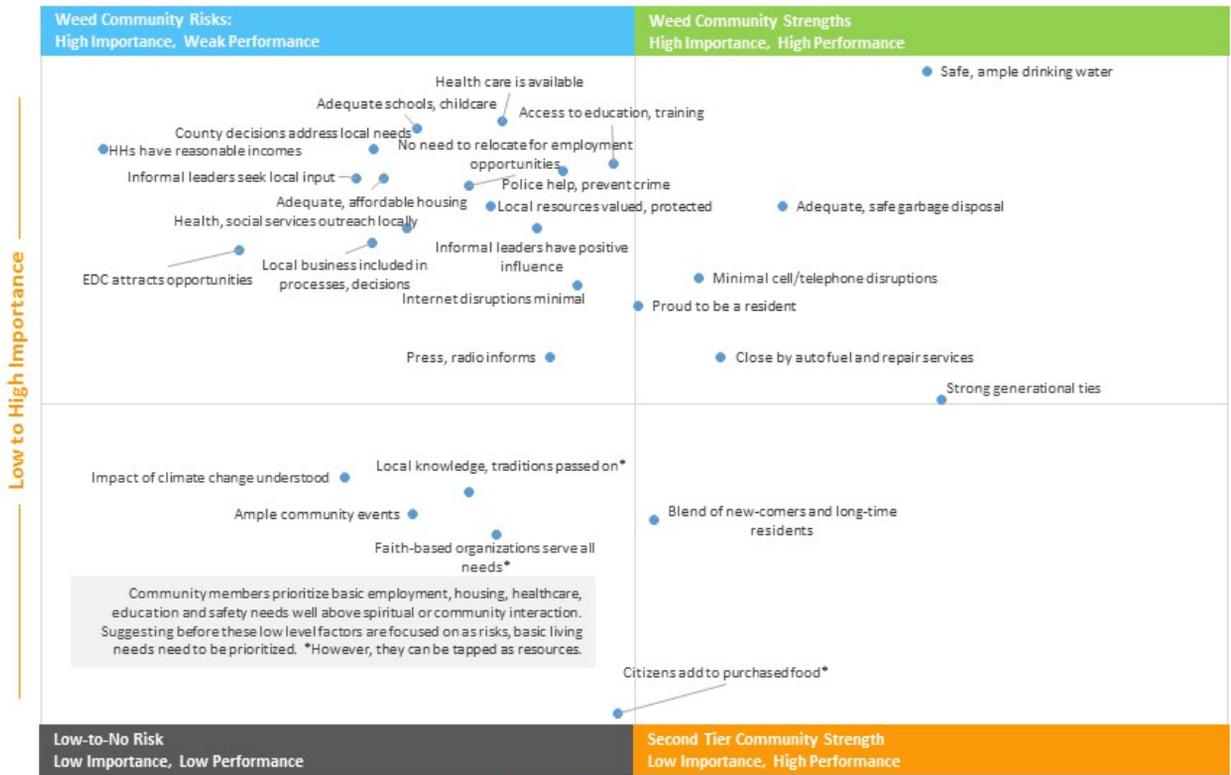


Results were then plotted into four categories:



## Weed's Strengths & Risks Identified

- Weed has 6 areas that community members find not only important in a city but one that Weed delivers on
- 16 areas were determined to be strong risks to the community



Low to High Performance



## Weed's Strengths & Risks Result: Community Members

### Primary Strengths

- Safe, ample drinking water
- Adequate, safe garbage disposal
- Minimal cell, telephone disruptions
- Pride of being a resident
- Close auto, fuel and repair services
- Strong generational ties

### Secondary Strengths

- Blend of new-comers and long-time residents

### Primary Risks

- Lack of healthcare
- Lack of education, training
- Inadequate schools, child-care
- Lack of employment opportunities
- Households lack income to cover basic needs
- Police unable to help, prevent crime
- Lack of affordable housing
- County decisions not addressing local needs
- Informal leaders do not seek resident input
- Informal leaders not having a positive influence
- Health, social services not outreaching locally
- Local business not included in city processes, decisions
- EDC not attracting new businesses, opportunities
- Local resources not being valued, protected
- Internet disruptions
- Weed press, radio not informing residents

### Secondary Risks

- Local knowledge, traditions not being passed on
- Lack of understanding impact of climate change locally
- Lack of community events
- Faith-based organizations not serving all needs
- Citizens not adding to purchased food



## Prioritizing Risks

28 factors affecting Weed and the local community were rated as high risks

6 were determined as strengths

16 were determined as high risks

To help identify a priority for where resources on risk factors should be focused to have the greatest impact, from a community members’ perspective, additional analysis was done to determine tiered importance – where a statistical, hierarchical break occurs between a group of factors

The below table is a legend for how the tiers are displayed on the following page:

IMPORTANCE TIER	City Attribute	Importance	Performance	Gap	Performance Index
<b>1<sup>ST</sup> TIER IMPORTANCE</b>					
Resilience Category	Attribute Evaluated	% Finding Factor Important (6/7 rating on 7pt scale)	% of Agreement Weed Performs (6/7 rating on 7pt scale)	Difference between importance versus performance	Where factor fell on the strengths and weak quadrant map
<b>2<sup>ND</sup> TIER IMPORTANCE</b>					
Resilience Category	Attribute Evaluated	% Finding Factor Important (6/7 rating on 7pt scale)	% of Agreement Weed Performs (6/7 rating on 7pt scale)	Difference between importance versus performance	Where factor fell on the strengths and weak quadrant map

## Tiered Importance: Risks

5 distinct tiered levels emerged to for what is perceived most to least important among community members

Importance Tier	City Attribute	Performance Index
<b>1<sup>st</sup> TIER IMPORTANCE</b>		
Health & Well Being	There are primary health care family doctors, health clinic available locally	RISK
Health & Well Being	Schools and child-care options allow families to stay in Weed	RISK
Health & Well Being	Most households have reasonable incomes covering basic needs	RISK
Health & Well Being	There is enough access locally to educational and training opportunities	RISK
Health & Well Being	The Weed Police helps prevent crime and increases safety	RISK
Economic & Social	Decisions at the county level address local values, issues, & needs	RISK
Economic & Social	Local employment opportunities and local services reduce the need to relocate	RISK
Leadership Strategy	Informal leaders and/or elected officials actively seek out, listen to residents' opinions	RISK
Leadership Strategy	Weed has adequate, affordable housing for permanent residents	RISK
<b>2<sup>nd</sup> TIER IMPORTANCE</b>		
Health & Well Being	The County's health and social services include outreach to local communities	RISK
Environment & Infrastructure	Disruptions to internet service are minimal	RISK
Economic & Social	The County's local EDC initiatives attract investors and provide new opportunities	RISK
Leadership Strategy	Residents value and protect local natural resources	RISK
Leadership Strategy	Informal leaders have a positive influence in Weed's activities and development	RISK
Leadership Strategy	Local businesses are included in Weeds processes and decisions	RISK
<b>3<sup>rd</sup> TIER IMPORTANCE</b>		
Economic & Social	Weed Press and the county radio station informs residents well of local issues and news	RISK
<b>4<sup>th</sup> TIER IMPORTANCE</b>		
Health & Well Being	Local knowledge and traditions are valued and passed on in Weed	LOW LEVEL RISK
Health & Well Being	There is a blend of new-comers and long-time residents	2 <sup>nd</sup> TIER STRENGTH
Economic & Social	There are a lot of community events (parades, fairs, meetings) to city offers	LOW LEVEL RISK
Economic & Social	Weed churches and faith-based organizations serve all the citizens needs	LOW LEVEL RISK
Leadership Strategy	Residents understand the impact of climate change on the local environment	LOW LEVEL RISK
<b>5<sup>th</sup> TIER IMPORTANCE</b>		
Economic & Social	Citizens add to purchased food through hunting, fishing, gathering, growing, preserving	Negligible Risk



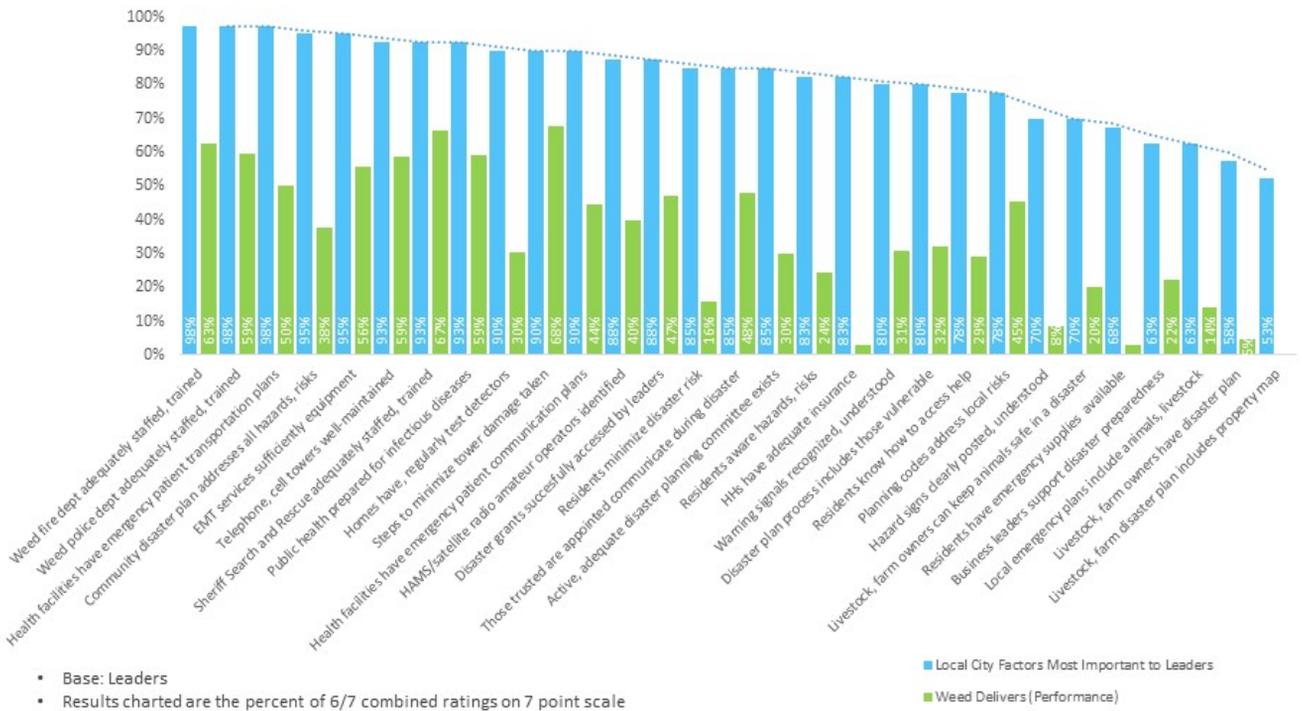


# LEADERS

Prepared by **Strata Research** 13

## Factors Important to Leaders Compared to Their Agreement Weed Delivers

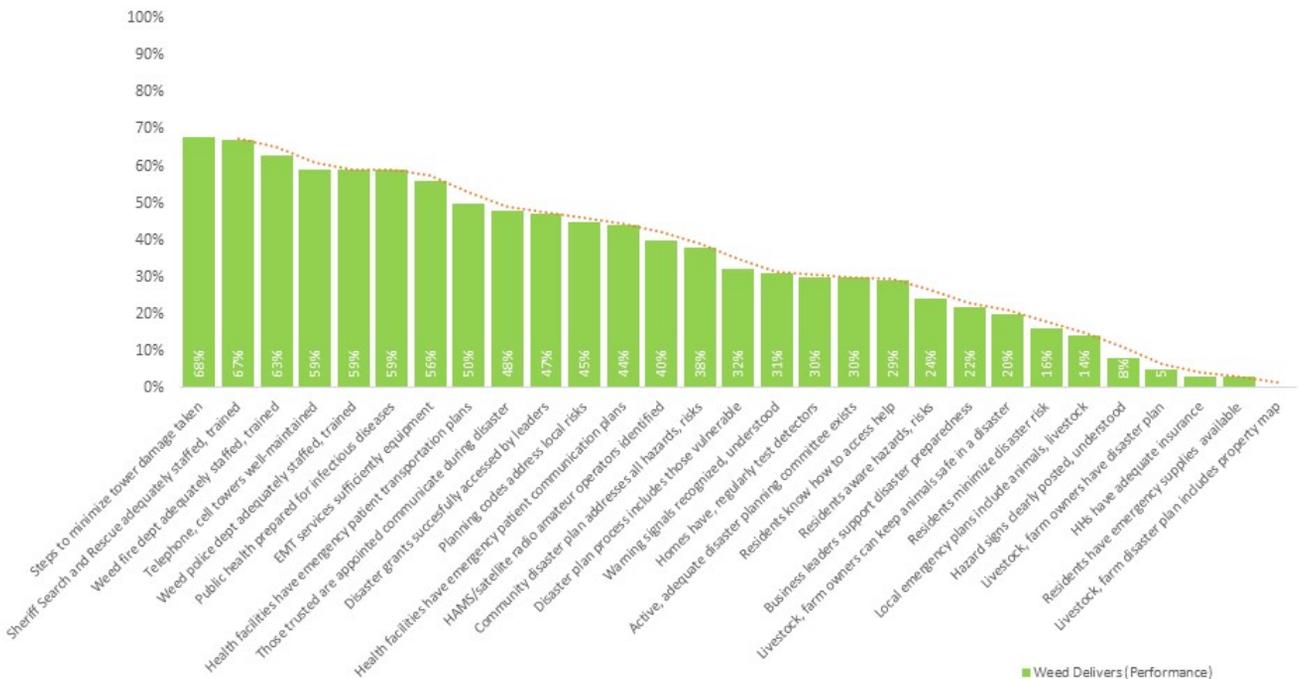
- Leaders place high importance on the majority of factors tested, with highest levels focused on fire, police, health, emergency, and rescue services
- Local leaders place lowest levels of importance on factors relating to animals and livestock



- Base: Leaders
- Results charted are the percent of 6/7 combined ratings on 7 point scale

## Focusing On Performance

- Local leaders agree most with the police, fire, health and emergency response teams are readily equipped and prepared, as well as telephone and cell towers are maintained and protected
- The city's overall disaster plans and resident preparedness rated significantly lower



- Base: Leaders
- Results charted are the percent of 6/7 combined ratings on 7 point scale



## Weed's Strengths & Risks Result: Leaders

### Primary Strengths

- Fire department adequately staffed, trained
- Police department adequately staffed, trained
- Emergency response teams sufficiently equipped
- Sheriff's search and rescue adequately staffed, trained
- Telephone lines, towers well-maintained
- Steps to minimize damage to telephone lines, towers taken
- Health services prepared for infectious disease outbreak
- Health services have an emergency patient transportation plan

### Primary Risks

- Lack of a community disaster plan addressing all risks, hazards
- Lack of active disaster planning committee existing
- Disaster plan needing to include those vulnerable (e.g. elderly)
- Need trusted persons appointed to communicate during disaster
- Disaster grants not successfully accessed by leaders
- Planning codes need to address local hazards, risks
- Health services do not have a patient communication plan
- HAMs, satellite radio amateurs have not been identified
- Residents lack of awareness for local hazards, risks
- Residents take steps to minimize disaster risks
- Households not having adequate insurance
- Homes do not have, regularly test their detectors
- Disaster signals not readily recognized, understood by residents
- Residents lack of knowing how to access emergency help

### Secondary Risks

- General emergency plans not including livestock, animals
- Livestock, farm owners inability to keep animals safe in a disaster
- Livestock, animal owners not having a disaster plan
- Livestock, animal owners disaster plan not including property map
- Business leaders not supportive of disaster preparedness
- Residents lack of emergency supplies available at home, in their car
- Local hazard signs not being clearly posted, understood by residents





**RESILIENCE  
CATEGORY OVERVIEW  
SNAPSHOT**

Prepared by **Strata Research** 19

## Greatest Strategic, Critical Risks Summary of Top Tier (#1) Importance by Category

Factors related to Health and Well Being provide the local area's greatest risks among community members, and strengths among leaders

The 14 areas of risk identified provide the opportunities to become perceived strengths of the Weed area for community members and leaders if and when mitigated

- Prioritize resources to focus on community member Health and Well Being risk factors
- Prioritize resources on Leadership Strategy factors identified as greatest need among local area leaders

### COMMUNITY MEMBERS – TOP TIER FACTORS

Health & Well Being	There are primary health care family doctors, health clinic available locally	RISK
Health & Well Being	Schools and child-care options allow families to stay in Weed	RISK
Health & Well Being	Most households have reasonable incomes covering basic needs	RISK
Health & Well Being	There is enough access locally to educational and training opportunities	RISK
Health & Well Being	The Weed Police helps prevent crime and increases safety	RISK
Economic & Social	Decisions at the county level address local values, issues, & needs	RISK
Economic & Social	Local employment opportunities and local services reduce the need to relocate	RISK
Leadership Strategy	Informal leaders, elected officials actively seek out, listen to residents' opinions	RISK
Leadership Strategy	Weed has adequate, affordable housing for permanent residents	RISK

### LEADERS – TOP TIER FACTORS

Health & Well Being	Local health facilities include emergency communication plans with patients' family	RISK
Environment & Infrastructure	Most homes have smoke/fire/carbon monoxide detectors & regularly test them	RISK
Leadership Strategy	The community disaster plan addresses all local hazard and risks	RISK
Leadership Strategy	Leaders/local govt. successfully access grants for disaster planning, preparedness	RISK
Leadership Strategy	Identify amateur radio, satellite operators to assist w/emergency communication	RISK

## Health and Well Being

### COMMUNITY MEMBERS

City Attribute	Importance Tier (1 – 5)	Performance Index
<b>RISKS</b>		
There are primary health care family doctors, health clinic available locally	1	RISK
Schools and child-care options allow families to stay in Weed	1	RISK
Most households have reasonable incomes covering basic needs	1	RISK
There is enough access locally to educational and training opportunities	1	RISK
The Weed Police helps prevent crime and increases safety	1	RISK
The County's health and social services include outreach to local communities	2	RISK
Local knowledge and traditions are valued and passed on in Weed	4	LOW LEVEL RISK
There is a blend of new-comers and long-time residents	4	2 <sup>ND</sup> TIER STRENGTH

### LEADERS

City Attribute	Importance Tier (1 – 3)	Performance Index
<b>STRENGTHS</b>		
Weed has adequately staffed and trained fire department	1	STRENGTH
Weed has adequately staffed and trained police department	1	STRENGTH
Local community and health facility emergency plans address how to move/transport people who are bedridden or otherwise disabled	1	STRENGTH
The local ambulance medical response team has sufficient equipment, vehicles & resources	1	STRENGTH
Siskiyou County Sheriff has adequately staffed, trained search and rescue organization	1	STRENGTH
Public health helps the community identify, prepare for and respond to infectious diseases	1	STRENGTH
<b>RISKS</b>		
Local health facilities have emergency communication plans for patients' family members	1	RISK

## Environment and Infrastructure

### COMMUNITY MEMBERS

City Attribute	Importance Tier (1 – 5)	Performance Index
<b>STRENGTHS</b>		
Weed has safe, ample drinking water	1	STRENGTH
Weed has adequate, safe garbage disposal options	2	STRENGTH
Disruptions to telephone/cellular services are minimal	2	STRENGTH
<b>RISKS</b>		
Disruptions to internet service are minimal	2	RISK

### LEADERS

City Attribute	Importance Tier (1 – 3)	Performance Index
<b>STRENGTHS</b>		
Telephone lines, towers, and/or cellular towers are well maintained	1	STRENGTH
Steps taken to limit disaster related damage to telephone lines, towers	1	STRENGTH
<b>RISKS</b>		
Most homes have smoke/fire/carbon monoxide detectors & regularly test them	1	RISK
Local resource, land-use planning and construction codes address local hazards & risks	2	RISK
Most livestock owners understand local hazard risks and how to keep animals safe through alternate shelter, food supplies, or evacuation	2	LOW RISK
Local emergency plans address the needs of animals including alternate shelter, providing food, water to animals in evacuated areas, managing mass evacuations, reunification plans	3	LOW RISK
Most livestock/farm owners have an easily accessible (kept somewhere where it can be seen or found if owner is away) and comprehensive disaster plan	3	LOW RISK
Plans include a detailed farm/property site map that identifies key buildings, resources and danger	3	LOW RISK

## Economic and Social

### COMMUNITY MEMBERS

City Attribute	Importance Tier (1 – 5)	Performance Index
<b>STRENGTHS</b>		
You are proud of the Weed Community	2	STRENGTH
Fuel and repair services for cars are available locally or close enough by	3	STRENGTH
There are strong ties between generations of families	3	STRENGTH
<b>RISKS</b>		
Decisions at the county level address local values, issues, & needs	1	RISK
Local employment opportunities and local services reduce the need to relocate	1	RISK
The County's local EDC initiatives attract investors and provide new opportunities	2	RISK
Weed Press and the county radio station informs residents well of local issues and news	3	RISK
There are a lot of community events (parades, fairs, meetings) to city offers	4	LOW LEVEL RISK
Weed churches and faith-based organizations serve all the citizens needs	4	LOW LEVEL RISK
Citizens add to purchased food through hunting, fishing, gathering, growing, preserving	5	NO IMPACT

### LEADERS

City Attribute	Importance Tier (1 – 3)	Performance Index
<b>RISKS</b>		
Most residents minimize disaster risks (trimming trees around the home, insulating pipes)	2	RISK
Most residents are aware of current local hazards and risks	2	RISK
Most households have adequate insurance	2	RISK
Most residents can recognize warning signals (emergency sirens) and know what to do	2	RISK
Most residents are aware of how to access emergency help	2	RISK
Hazard warning signs (fire burning days, avalanche) are clearly posted and understood	2	LOW RISK
Most residents have emergency supplies at home, work and in their cars	2	LOW RISK
Local business leaders support and mentor disaster preparedness	3	LOW RISK

## Leadership Strategy

### COMMUNITY MEMBERS

City Attribute	Importance Tier (1 – 5)	Performance Index
<b>RISKS</b>		
Informal leaders and/or elected officials actively seek out, listen to residents' opinions	1	RISK
Weed has adequate, affordable housing for permanent residents	1	RISK
Residents value and protect local natural resources	2	RISK
Informal leaders have a positive influence in Weed's activities and development	2	RISK
Local businesses are included in Weeds processes and decisions	2	RISK
Residents understand the impact of climate change on the local environment	4	LOW LEVEL RISK

### LEADERS

City Attribute	Importance Tier (1 – 3)	Performance Index
<b>RISKS</b>		
The community disaster plan addresses all local hazard and risks	1	RISK
Leaders/local government successfully access grants for disaster planning, preparedness	1	RISK
Plans identify amateur radio (HAMS), satellite operators to assist with emergency communication	1	RISK
Well trusted community members are designated to communicate during a disaster	2	RISK
There is an active and adequately resourced local disaster planning committee	2	RISK
Planning processes involve consultation with vulnerable community members (elderly, disabled)	2	RISK





# PHOTO CREDITS



Wanted to thank everyone who  
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**CALFIRE**

**Great Northern  
Services**

**Weed Long Term  
Recovery Group**

